

C o n f l i c t M a n a g e m e n t Division

Spring 1997 Newsletter
Number 2

Volume 11,

Division Chairperson's Column **Barbara Gray**

Greetings from EU country (that's European Union) for all of you on the other side of the Atlantic! I'm sitting here in Leuven, Belgium (just outside Brussels) getting a bird's eye view of conflict and negotiation, "European style". What a fascinating negotiation arena to follow as the Europeans wrestle with whether to have a single currency and whose economy is healthy enough to earn membership. And the Brits try to select a new Prime Minister, the Albanians are in turmoil, and the IRA continues to plant bombs. Apparently I just missed one in London's subway last week.

My observations and experiences here in Europe almost daily reminded about the value of the kind of work folks in our division are doing—the countless arenas in which what we are learning has relevance for the lives of real people and real problems. Managers I've spoken to here face real problems building cross-country, cross-cultural teams—trying to get 2800 people pulling in the same direction—securing commitment to collaborative plans that span 10 countries in order to stay competitive. And you organizational justice folks would have a heyday with the 3000 Belgian workers laid off by French-owned Renault who travelled to Paris to protest. I am impressed too by the historical rootedness of some conflicts—like that between the Flemish and the French here in Belgium and the Greek and Turkish Cypriots.

My ruminations about Europe aside, let me turn your attention toward Boston. Your divisional officers and committees have been working hard to present an enticing menu of activities for the annual meeting in August. Paper and symposium submissions to the

division continue to be strong and Peter Carnevale has assembled a rousing program. Hats off to Peter and thanks to all who submitted materials. Even if yours wasn't selected this year, your submission helps increase our allotment of program space for the division at future Academy meetings.

The newly convened social committee (co-chaired by Kathleen Valley and Laurie Weingart) has come up with

Continued on p. 2

Program Chairperson's Column **Peter Carnevale**

Here are a few words about the upcoming Conflict Management program for the Boston meeting of the Academy of Management. But first, let me offer a very hearty and sincere thanks to the very many people who helped put it together. I think you will agree with me that this year's meeting will be a great one, and this is a direct function of the high quality of the work submitted, and the care and hard work of the reviewers. Thank you!

The facts: We received 80 submissions to the CM program (5 symposia and 75 papers). This, by the way, is a new record for the CM division. There were 50, oh, make that 49, reviewers. All submissions were reviewed by two and in many cases three reviewers, using ratings that derived from the criteria listed on p. 3 of the call for papers. One innovation this year was that all of the reviews were returned via e-mail, which went quite well and helped speed the process.

We were able to accept 38 of the papers (51%) and 4 of the symposia (80%). Although the Academy acceptance

target is 33% of submitted papers and about 40% of submitted symposia, we were able to do better for three reasons. First, 2 of the 4 symposia were selected as "Showcase Symposia," which meant that they did not count against our quota. Second, the two other accepted symposia were each jointly sponsored with two other divisions (HR and OB), which meant that they each only counted .33 against our quota. Third, 6 of the papers were selected by Anne Huff (the general program chair) to be included in "Shared Interest" paper sessions, which meant they only counted .5 each against our quota. The bottom line is that we were able to accept a greater percentage of papers due in large part to the high quality of papers and symposia submitted, and to their broad interest across Academy divisions.

The main part of the CM program has nine sessions, with three papers in each. The sessions include "**Personality and Conflict**," "**The Emotion of Conflict**," "**Justice, Fairness, and Conflict**," "**Culture and Conflict**," "**Workplace Conflict: Pro-**

Continued on p. 2 Gray, continued from p.1

a novel, sophisticated and politically correct way for us to party in Boston—a champagne and dessert social to be held in a quaint gothic building at Harvard Square. This is sure to be "the place to be seen" at the Academy. But check with Laurie or Kathleen about proper attire—heard white gloves and handkerchiefs are a must!

Other, more cerebral, activities sponsored by the Division include our annual preconference program on Sunday morning August 10. Again thanks for Laurie Weingart and Kathleen Valley for organizing this and tapping their Boston networks for conflict specialists who actually earn their bread and butter working with conflicts. I expect this kind of interchange among practitioners and researchers to be an exciting introduction to our program.

Meanwhile, Chair-Elect Robin Pinkley has been hard at work organizing the Doctoral Consortium for this year. Be sure to recommend your own doctoral students for this valuable socialization experience and to publicize it to other faculty and students who might find a home in our division. The consortium will be held on (Friday and) Saturday before the Academy. To nominate someone, contact Robin Pinkley.

And that's not all...Don Conlon (Past Chair) and I are looking forward to hosting the Second Junior Faculty Research Workshop on August 8-9 (Friday and Saturday) before the official meeting starts. This year's workshop focuses on multistakeholder conflicts dealing with environmental issues. Junior faculty from within or outside the division are welcome to participate. The

purpose of the workshop is to kindle new ideas for conflict and negotiation research by joining junior and senior scholars in the design and conduct of ongoing research projects.

Others too were busy behind the scenes this year working on several new committees that were constituted: Awards, Membership and Technology. I know the Technology Committee (headed by Tom Tripp) is hard at work designing a website for our division which they will unveil at the Business Meeting on August 11. We also looking forward to reports from Linda Putnam (Awards) and Don Conlon (Membership) on ways to invigorate the divisional life even more.

Finally, I want to extend a personal invitation to our many members who couldn't attend the division's business meeting at the Academy last year to GET INVOLVED!! Here's how:

- First, please take time to exercise your right to vote for new division officers (see enclosed ballot).
- Second, sign up for a committee assignment for next year (we're always eager for new ideas).
- Third, send in news about yourself or your activities to the newsletter editor.
- Fourth, entice a friend or colleague to join the division.
- Or better yet, bring them with you to the social event of the year on Sunday, August 10 (only to be topped by the division's "official" business meeting and social hour starting at 5 p.m. on Monday August 11.)

Tot siens and see you in Boston.

Carnevale, continued from p.1

ductive and Destructive," "Relationships and Conflict," "Groups and Conflict," "The Social Context of Decision Processes in Negotiation," and "Conflict on the Job." There are three other important parts to the CM program this year: 1) The four symposia, scheduled for Wednesday morning; 2) The five papers in the interactive paper session on Wednesday morning, and 3) The six CM papers selected for the Shared Interest sessions. In addition, we are very fortunate to have a Distinguished Speaker, **Prof. Howard Raiffa**, at 4:20pm on Monday, who will talk on "**The Science of the Art of Negotiation.**"

If you want even more preview, the Conflict Management program is not only in this newsletter, but is also at the Academy of Management website (<http://www.aom.pace.edu/>). The meeting facilities for most of the Conflict Management program will be in the Marriott, and can be seen at

<http://www.marriott.com/marriott/copley/> (go to Meeting Facilities and then Fourth Floor; we are in the Marriott, in the Provincetown and Salons C/D). Our Sunday reception at Adolphus Busch Hall, Harvard Square.

My sincere thanks to everyone who submitted papers and symposia, and to the reviewers for their diligence and hard work. I look forward to seeing you in Boston, especially at the preconference program arranged by Kathleen Valley and Laurie Weingart, and at our Sunday night Soiree. **CMDNET-L Electronic Mail List Report**

John Bunch, KSU

The division encourages all members to subscribe to CMDNET-L which is our electronic e-mail list. The purpose of the list is to communicate information concerning research, teaching, and professional activities in the areas of conflict resolution, negotiation, power, and organizational justice. To subscribe, simply send a message to listserv@ksu.edu with "subscribe firstname lastname" in the body of the message. (NOTE: replace "firstname lastname" with YOUR first and last names!) Do not enter a subject header when subscribing and be sure to send your message to listserv@ksu.edu.

CMDNET-L had 315 subscribers as of March 19, 1977. Since the list was created on October 13, 1993, 630 messages have been posted at an average rate of 0.5 messages per day. Twenty-six countries are represented in the subscriber list and the largest proportion of subscriptions have been made using educational accounts (59.94%). Other root domains represented in the subscriber list are: COM (19.87), NET (7.69%), ORG (2.24%), GOV/MIL (1.60%) and various country codes (8.65%).

I have enjoyed managing the list for the Conflict Management Division and would like to continue to do so in the future. At the end of May, however, I will be leaving Kansas State University for

the great unknown. Consequently, I anticipate moving the list's home to the Academy of Management's Internet server at Pace University at some point in the near future. The effect of this change for the list membership will be small, only requiring that postings to the list be sent to a new address (which will probably be cmdnet-l@aom.pace.edu) and subscription requests being sent to the new server address (listproc@aom.pace.edu). The advantage will be that the list will have a permanent home and list management responsibilities will be able to be transferred to new managers, or shared, with relatively little difficulty. Hopefully, the change will be smooth and uneventful. The chances of this, however, are probably about as good as winning the lottery! So, bear with the events and once they start, let me know of any problems that you are having.

Finally, it is probably a good idea to consider a formal usage policy for CMDNET-L. Given the current debates concerning junk mail, copyright, and net abuse, this is an important step towards making sure that the list continues to serve our members interests and needs. I would appreciate any suggestions on this front and will introduce a suggested policy statement to our technology committee at some point in the early summer.

Geographic Representation on CMDNET-L (26 Countries)

Region	USA	Europe	Canada	Australia	Middle East	Asia	South America	Norway	South Africa	Unknown Others
# Of Members	236	22	16	14	6	5	2	1	1	17

%	73.8	6.9	5.0	4.4	1.9	1.6	.6	.3	.3	5.3
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Labelling--What's in a Name/Domain

We all know about the effects that labelling can have. Well, it's possible that we are doing ourselves some disservice by keeping our name "Conflict Management" and defining our domain as we currently do. The Academy committee that reviewed our division last year said that the major negative for our division was "the precipitous drop in membership" and suggested that CM may be seen as a "narrowly focused" division. It might interest you to know that a potential new interest group is forming that proposed workplace violence as part of their domain. In response to their proposal, I pointed out that we have had a strong contingent of papers on this topic in the last few years. But that is precisely the concern--that our current "label" may not capture the scope of our diversity.

So...I am seeking your comments/reactions to our current name "Conflict Management Division" and to our current domain statement (printed below). If you have

**CMD Social Event Announcement
Kathleen Valley & Laurie Weingart**

All CMD members, along with spouses and friends are cordially invited to the annual CMD Social Event. This year, we're going to meet for a champagne and dessert reception starting at 7:30 pm on the evening of Sunday, August 10, 1997. The setting is Sandrine's, an intimate French Bistro in Harvard Square. The Chef, newly arrived from France, has promised pastry and dessert buffets, assorted cheeses and fruits, and plenty of champagne. Coffees, soft drinks, wine and beer will also be available. Most importantly, it's a great place to talk with one another and share the year's experiences and adventures. Harvard Square, easy to reach via a ten minute taxi ride or "T" ride from the conference center, is full of fun night spots for entertainment afterwards. The cost is \$30 per person, payable by check to the Conflict Management Division, c/o Kathleen Valley, Harvard Business School, Boston, MA 02163. Please send your RSVP and a check for \$30 in by June 1 so that we can order enough champagne and dessert for everyone!

cut out and mail

Please reserve a place for the following person(s) for the Conflict Management Sunday Evening Reception at Adolphus Busch Hall, Harvard University. Enclosed is a check in the amount of \$30 for each person.

Names: _____

suggestions for a change in the name and/or additions or rewording of our domain statement, please email them to me. I know we've been down this path before, but, I think it's worth one more try. (For those of you new to the division, in a former life we were the Power, Negotiation and Conflict Interest Group.)

Our domain statement:

"Specific domain: the nature and management of conflicts between individuals, groups, and organizations; power processes including influence, coalitions, coercion, deterrence, and persuasion; cognitive resolution of conflicts; collaboration and competition; bargaining and negotiations; relationships between parties; third-party intervention; procedural justice; and dispute resolution procedures."

LET YOUR VIEWS BE KNOWN! Thanks.

-- Barbara Gray

Amount Enclosed: \$_____

Notes on the Junior Faculty Research Workshop on Environmental Conflicts

The CM Division will hold its second Junior Faculty Research Workshop during the preconference activities at the Academy Meeting in Boston next summer. The purpose of the workshop is to launch new research efforts in the conflict arena by pairing junior faculty with senior faculty interested in the same topic. Junior faculty from all divisions of the Academy of Management who are interested in the topic are invited to apply.

The 1997 workshop will focus on multistakeholder conflicts over the natural environment. We hope to explore these conflicts from a number of different angles including but not limited to: cognitive approaches to the framing of environmental disputes, collaboration and alternative dispute resolution processes, intergroup relations, citizen participation and democratic processes, social movements, environmental justice, power dynamics and global change.

Participation in the Research Workshop involves 1-2 days of planning at the Workshop followed by ongoing team research efforts over the next two years. The resultant research will be featured at a subsequent Academy meeting.

The 1997 Research Workshop will be organized by Barbara Gray and Don Conlon. If you are interested in participating, please send your name, address, phone, fax, e-mail, area of interest, and the year in which you defended your dissertation by June 15 to Barbara (address is on p. 13). **The 1997 Doctoral Consortium**

Doctoral students who are interested in issues relating to **conflict**, **power**, and **negotiation** will not want to miss the Conflict Management Division's 1997 doctoral consortium (**Saturday, August 9th, 9-5 p.m.**)! The faculty for this consortium have been carefully selected so *all* topics, and *all* methodologies pertaining to conflict, power, and negotiation will be represented. As a group, the faculty have expertise in issues pertaining to:

- *conflict* - including ways of effectively resolving conflict with third party interventions, and ways of effectively stimulating conflict
- *power*: including tactics of influence and negotiation that stimulate conflict and change
- *negotiation* - including cognitive, linguistic, behavioral, and demographic factors that influence negotiation behavior and outcomes
- *justice* - including the influence that procedural, distributive, and interactional justice have on the

management of conflict and negotiation

- *diversity* - including the influence that gender, race, and culture have on the management of conflict and negotiation
- *teams* - including the dynamics of group and intergroup relations, and specifically, of self-managing teams and cross-functional teams, and their potential for conflict as well as innovation
- *organizational change* - including the influence that problems in organizational design, career development, and leadership training have on the management of change.

The consortium's coordinator is Robin L. Pinkley, Southern Methodist University. The faculty includes: Karen Jehn, University of Pennsylvania; Rod Kramer, Stanford; Chris McCusker, Yale; Greg Northcraft, University of Illinois at Urbana-Champaign; and Victoria Husted Medvec, Northwestern.

During this consortium, students will have an opportunity to work closely with each of the faculty members. Planned topics include: How To Be A Sane

and Successful Doctoral Student, Dissertation Topics, How To Conduct a Successful Job Search, and Managing the Student Faculty Transition. For a maximal learning experience, the consortium will be limited to 40 participants. Preference will be given to doctoral students who have demonstrated serious commitment to advancing our field, and who have completed all or most of their coursework and are formulating their dissertation research question.

By June 13, 1997, all materials (e.g., vita, letters of recommendation) must be mailed to:

Robin L. Pinkley, Coordinator
1997 CMD Doctoral Consortium
Edwin L. Cox School of Business
Southern Methodist University
Dallas, TX 75275

Members of the Conflict Management Division, please encourage your best students to attend this doctoral consortium!

Preconference Workshop

Putting Ideas To Work: A Conversation Between Conflict Practitioners And Researchers

A panel of conflict management practitioners from the Boston area will discuss their practice of conflict management in the community and organizations, focusing on how research serves their activities. Presentations will be followed by a question and answer period and finally roundtable discussions regarding the application of research to practice.

Date: Sunday, August 10th
Time: 8:00 a.m. - 12:00 p.m.
Location: Marriott, Regis Room
Continental Breakfast will be served.

Pre-registration is not required, but is strongly encouraged. Please contact Kathleen Valley or Laurie Weingart if you are interested in attending. (addresses on p. 13)

Participants:

continued on p. 6 Preconference workshop, continued from p. 5

Melissa Broderick is Executive Director of the Massachusetts Association of Mediation Programs and Practitioners. A mediator and dispute resolution trainer since 1985, Melissa has designed and implemented numerous mediation programs in New England. She is a panel member for the Suffolk and Norfolk Superior Court Mediation Programs, and the Massachusetts Commission Against Discrimination Mediation Program and is a community mediator with Cambridge Dispute Settlement Center. She currently serves as a member of the Supreme Judicial Court Standing Committee on Dispute Resolution and is a Board member of the National Association for Community Mediation. Her experience includes work in the areas of business, discrimination, education and family issues. Melissa received her M.Ed. from Harvard University and a BA from Amherst College.

Albie Davis, Director for the Massachusetts District Court Department, is responsible for helping communities and courts develop mediation programs that draw upon local talents and resources. She is a member of the Massachusetts Association of Mediation Programs and co-founder of the National Association for Mediation in Education. Ms. Davis has extensive experience as a mediation and negotiation trainer nationally and internationally. She is an adjunct professor at Lesley College in Cambridge, Mass., and a frequent lecturer for the Program on Negotiation Harvard Law School. She has provided mediation training in Canada, England, Australia and South Africa. In February 1992, at the invitation of President Jimmy Carter, she participated in a consultation of leaders from 59 countries on intra-national conflict. She has authored numerous papers on mediation and conflict resolution.

Kathleen Grant is the Director of Mediation Services, Office of the Attorney General (OAG). In this role, she oversees the implementation and operation of 8 Consumer Mediation Programs and 27 SCORE (Student Conflict Resolution Experts) school-based mediation programs funded by OAG. She has been involved in the implementation of Conflict Intervention Teams which have responded, on an emergency basis, to outbreaks of serious racial violence in schools. Ms. Grant has been an

active mediation trainer and consultant since 1977. She develops and conducts training programs for adult and student mediators, youths in corrections facilities, and mediation trainers. She also teaches courses in mediation and advanced mediation skills at Middlesex Community College and University of Massachusetts, Boston.

Diane Neumann is a mediator in private practice, Divorce Mediation Services. Along with her staff of four mediators, she mediates a full range of comprehensive divorce agreements, post-divorce modifications and business disputes. She is also president of Divorce Mediation Training Associates which delivers basic and advanced mediation training programs throughout New England. In addition to providing mediation training nationally, Neumann offers management consultation and training programs for corporations and small businesses on workplace negotiation, team building and conflict resolution. Neumann is an adjunct professor at Clark University, College of Professional and Continuing Education, Worcester, MA. She is a member of the Academy of Family Mediators, Lexington, MA, and the Massachusetts Council on Family Mediation, Boston, Mass. She holds a J.D. from New England School of Law, Mass., an M.A. from Framingham State College, Mass. and a B.A. from Connecticut State University, CT. Neumann has published several books and articles on family mediation.

Bruce Richman is Executive Director of the Program for Young Negotiators, Inc. He manages the day-to-day operations of the Program for Young Negotiators. He teaches negotiation skills to junior and senior high school students. In addition, he develops and delivers an interdisciplinary community awareness negotiation curriculum. His long-standing commitment to helping at-risk teens has included working in a Los Angeles homeless youth shelter, and in peer leadership and counseling programs. Richman has also trained adults and students in interest-based negotiation techniques at national and international conferences. He is currently a Research Associate at the Program on Negotiation at Harvard Law School. Richman holds an Ed.M. from

Harvard University and an A.B. from Brown University
THE CONFLICT MANAGEMENT PROGRAM

MONDAY, AUGUST 11, 1997

Personality and Conflict

Chair: Debra Connelly, State U. of New York, Buffalo
9:00am - 10:20am
Marriott Provincetown

Individual Differences in Distributive & Integrative Negotiation: The Role of Personality & Cognitive Ability

Bruce Barry, Vanderbilt U.
Raymond A. Friedman, Vanderbilt U.

Conflicts & Interactions in Motivational & Social Value Orientations: Implications for Individual Negotiating Performance

James J. Gillespie, Northwestern U.
Laurie R. Weingart, Carnegie Mellon U.

Misperceptions of Personality in Negotiation Counterparts: Ascribing Personality Traits for Situationally Determined Bargaining Behaviors

Michael W. Morris, Stanford U.
Richard P. Larrick, U. of Chicago
Steven K. Su, Stanford U.

The Emotion of Conflict

Chair: Kathleen O'Connor, Northwestern U. / Rice U.
10:40am - 12:30pm
Marriott Provincetown

The Influence of Anger & Compassion on Negotiation Performance

Keith G. Allred, Columbia U.
John S. Mallozzi, Columbia U.
Fusako Matsui, Columbia U.
Christopher P. Raia, Columbia U.

Having More Pie: The Effects of Affect & Overconfidence on Integrative Bargaining Performance

Edward Kass, Tulane U.
Rodney G. Lim, Tulane U.
Joerg Dietz, Tulane U.

Why You Should Put on a Happy Face: A Study of Observer Reactions to Negotiator Emotions

Peter H. Kim, Northwestern U.
Leigh L. Thompson, Northwestern U.

Justice, Fairness, and Conflict

Chair: Kelly Mollica, Pennsylvania State U.
1:00pm - 2:20pm
Marriott Provincetown

Cloaking Self Interest With High Minded Principle

Justine Fenwick, Harvard U.
Robert J. Robinson, Harvard U.

Sorority Rush Study: An Empirical Test of the Group Value Model

Pri Pradhan Shah, Massachusetts Institute of Technology
Holly A. Schroth, U. of California, Berkeley

Explaining Broken Promises: Timing, Justice Effects & Behavioral Outcomes

Gary R. Weaver, U. of Delaware
Donald E. Conlon, U. of Delaware

Culture and Conflict

Chair: Michele J. Gelfand, U. of Maryland
2:40pm - 4:00pm
Marriott Provincetown

Culturally Linked Schema for Negotiation: How U.S. & Japanese IntraCultural Dyads Maximize Joint Gain

Wendi Adair, Northwestern U.
Tetsushi Okumura, Shiga U.
Jeanne M. Brett, Northwestern U.

Managing Work Place Conflict: A Comparison of Conflict Frame & Outcomes in the U.S. & Hong Kong

Catherine Tinsley, Georgetown U.
Jeanne M. Brett, Northwestern U.

Inhabitants of Warmer Countries are More Competitive Yet Poorer

Evert van de Vliert, U. of Groningen
Richard Lynn, U. of Groningen
Esther S. Kluwer, U. of Groningen

Distinguished Speaker

4:20pm - 5:30pm
Marriott Salon C/D

Welcome & Introduction

Peter Carnevale, U. of Illinois, Urbana-Champaign
Deborah M. Kolb, Simmons College

The Science of the Art of Negotiation

Howard Raiffa, Harvard U.

Business Meeting

Chair: Barbara Gray, Pennsylvania State U.
5:45pm - 6:45pm
Marriott Salon C/D

Social Hour

6:45pm - 7:45pm
Marriott Salon C/D

TUESDAY, AUGUST 12, 1997

Workplace Conflict: Productive and Destructive

Chair: Catherine Tinsley, Georgetown U.
9:00am - 10:20am
Marriott Provincetown

Take This Job & Shove It: How Psychological Contract Violations Affect Boss-Subordinate Negotiations

Karl Aquino, Georgia State U.
Thomas M. Tripp, Washington State U.
Americus Reed, II, U. of Florida

To Agree or Not To Agree: The Effects of Value Congruence, Member Diversity & Conflict on Workgroup Outcomes

Karen A. Jehn, U. of Pennsylvania
Clint Chadwick, U. of Pennsylvania
Sherry M. Bushnell, U. of Pennsylvania

Constructive Conflict At Work

Evert van de Vliert, U. of Groningen
Aukje Nauta, U. of Groningen
Ellen Giebels, U. of Groningen
Onne Janssen, U. of Groningen

Relationships and Conflict

Chair: Susanne Scott, U. of Colorado
10:30am - 11:50am
Marriott Provincetown

The Impact of Relationship on the Effectiveness of Apology Versus Justification in Mitigating Negative Reactions to Harm

Kristina A. Diekmann, U. of Notre Dame
Scott E. Seibert, U. of Notre Dame

What I Deserve: The Effects of Social Motives, Relationships & Competence on Salaries & Other Allocations

John M. Oesch, Northwestern U.
J. Keith Murnighan, Northwestern U.

Omission, Friendship & Fraud: Lies about Material Facts in Negotiations

Maurice E. Schweitzer, U. of Miami

Groups and Conflict

Chair: Bruce Barry, Vanderbilt U.
2:00pm - 3:20pm
Marriott Provincetown

The Relationships Among Negotiators' Conflict Handling Orientation, Communication & Outcome: Are They Different in Group vs. Dyadic Negotiations?

Amy L. Kenworthy, U. of North Carolina
Debra L. Shapiro, U. of North Carolina

Communication Effects in Nested Social Dilemmas

Jeffrey T. Polzer, U. of Texas, Austin
Laurie P. Milton U. of Texas, Austin
Deborah H. Gruenfeld, Northwestern U.

Asymmetrical Caucusing in Group Negotiations: Who to Include, When, Why

Peter H. Kim, Northwestern U.

The Social Context of Decision Processes in Negotiation

Chair: Rob Robinson, Harvard U.
3:40pm - 5:00pm
Marriott Provincetown

Social Norms & Cooperation In Social Dilemmas

Madan M. Pillutla, Hong Kong U. of Science & Technology
XiaoPing Chen, Hong Kong U. of Science & Technology

Stairways to Heaven: An Interlocking Model of MultiParty Negotiation

Joan F. Brett, Southern Methodist U.
Gregory B. Northcraft, U. of Illinois,
Urbana-Champaign
Robin L. Pinkley, Southern Methodist U.

The Impact of Communication Media on Negotiation Outcomes

Jill M. Purdy, U. of Washington, Tacoma
Peter Nye, U. of Washington, Bothell
P.V. Balakrishnan, U. of Washington, Bothell

WEDNESDAY, AUGUST 13, 1997

Interactive Paper Session

9:00am - 10:20am
Sheraton Republic Foyer (tentative location)

The Effect of Mediator Credibility on Disputants' Perceptions and Behaviors

Josh A. Arnold, California State U., Long Beach

Can You Have Too Much of a Good Thing? The Limits of Voice in Improving Satisfaction with Leaders

Randall S. Peterson, Northwestern U.

Not All Trust is Created Equal: Social Capital in Organizations

Andrew E. Clarkson, Boston U.

Only the Phantom Knows: Impact of Certain, Conditional, Unspecified, and Zero Alternatives to Settlement in Dyadic Negotiations

Robin L. Pinkley, Southern Methodist U.
Don M. VandeWalle, Southern Methodist U.

Brazil, Chile, Mexico, and the United States: A CrossCultural Comparison of Perceptions of Ethical Negotiation Behavior

Roger J. Volkema, American U.

M.E.N. at Work: Research on Multi-Stakeholder Environmental Negotiations

Showcase symposium sponsored by CM, ONE & SIM.
Chair: Gordon Rands, Pennsylvania State U.
8:30am - 10:20am
Westin Essex South

Presenters:

Annette Marie Berger, U. of Northern Iowa
Cathy Driscoll, St. Mary's U.
Ann Feyerherm, Pepperdine U.
Marie-France Turcotte, ESG, Universite de Quebec
a Montreal

Discussant:

Barbara Gray, Pennsylvania State U.

Civility in Organizational Downsizing: Antecedents and Consequences of Fairness in Layoff Practices

Joint symposium sponsored by CM, HR & OB.
Co-Chairs: Daniel P. Skarlicki, U. of Calgary &
Robert Folger, Tulane U.

8:30am - 10:20am
Marriott Salon G

Presenters:

W. Jay Bullock, Tulane U.
John H. Ellard, U. of Calgary
Stephen W. Gilliland, U. of Arizona
Brad R.C. Kelln, U. of Calgary
Lynda M. Kilbourne, Xavier U.
Brian J. O'Leary, Tulane U.
Anne M. O'Leary-Kelly, U. of Dayton
Hans Pfeifer, Tulane U.

Making the Most of Diversity: Exploring the Interpersonal Dynamics in Diverse Work Groups

Showcase symposium sponsored by CM, OB, OCIS.
Chair: Barbara A. Gutek, U. of Arizona
10:40am - 12:30pm
Marriott Exhibit Hall

Panelists:

Anita D. Bhappu, U. of Arizona
David K. Meader, U. of Arizona
Laurie P. Milton, U. of Texas, Austin
Jeffrey T. Polzer, U. of Texas, Austin

Interpersonal and Organizational Forms of Workplace Deviance: An Issue Calling For Action

Joint symposium sponsored by CM, HR & OB.
Co-Chairs: Mary Beth Marrs, U. of Missouri, &
Rebecca J. Bennett, U. of Toledo
10:40am - 12:30pm
Marriott Salon E

When Workers Flout Convention: A Preliminary Study of Workplace Incivility

Christine M. Pearson, U. of North Carolina
Lynne M. Andersson, St. Joseph's U.
Judith Wegner, U. of North Carolina

Gender's Role in Predicting Interpersonal Deviance

Rebecca J. Bennett, U. of Toledo
Sharon Peck, Capital U.

Employee Responses to Verbal Aggression: Who Will Settle the Score & How Will They Do It?

Mary Beth Marrs, U. of Missouri

Background Data Measures for Predicting Employee Deviance

Laurence S. Fink, U. of Toledo
Mike Mumford, American Institute for Research
Jennifer O'Connor Boes, BDM, Inc.

Discussant: Jerry Greenberg, Ohio State U.

Conflict on the Job

Chair: Deborah L. Kidder, U. of Connecticut
1:00pm - 2:20pm
Marriott Provincetown

An Empirical Examination of Fights Among Coworkers

Robert E. Allen, U. of Wyoming
Margaret A. Lucero, U. of Wyoming

Does Corrective Discipline Work? Using Moral Hazard & Reintegrative Shaming Theories to Help Explain the Mixed Consequences of Last Chance Agreements

Samuel B. Bacharach, Cornell U.
Peter A. Bamberger, Technion Israel Institute of
Technology
Melissa Chandler, Cornell U.
Linda Donahue, Cornell U.

For Program Chair-Elect: Choose one of the following two candidates

Resistance & Cooperation: A Response to Conflict Over Job Performance

Deborah B. Balser, Cornell U.
Robert N. Stern, Cornell U.

SHARED INTEREST SESSION PAPERS
(see the official AOM program for dates and times)

Toward a Theory of Representation in Negotiation Agency Theory

Joel Cutcher-Gershenfeld, Michigan State U.
& Harvard U.
Michael Watkin, Harvard U.

When Excuses Don't Work: The Persistent Injustice Effect among Black Managers

Martin Davidson, Dartmouth College
Ray Friedman, Vanderbilt U.

Trust, Cooperation and Conflict in Groups: A Social Network Analysis of MBA Task Force Teams

Donald L. Ferrin, U. of Minnesota
Pri Pradhan Shah, U. of Minnesota

The Three Components of Interpersonal Trust: Instrument Development and Differences Across Relationship

Roy J. Lewicki, Ohio State U.
Maura A. Stevenson, Ohio State U.
Barbara B. Bunker, State U. of New York, Buffalo

A Theory of Culture, Negotiating and Organized Social Action

Christopher McCusker, Yale U.
Michele J. Gelfand, U. of Maryland

Why Does the Fairness of Procedures Matter? A Test of Three Models

Madan M. Pillutla, Hong Kong U. of Science
& Technology
Kenneth S. Law, Hong Kong U. of Science
& Technology
Cynthia Lee, Hong Kong U. of Science
& Technology / Northeastern U.

Conflict Management Division Elections

Yes, it is that time of year again. We need to elect our Program Chair-Elect for the 1999 Program, as well as two At-Large Representatives for the 1998 program. Please peruse the candidates brief biographies below, make your choices, and return your ballot.

1. Bruce Barry is an assistant professor in the organization studies group at the Owen Graduate School of Management at Vanderbilt University. He earned a

Ph.D. in organizational behavior from the University of North Carolina at Chapel Hill. His research addresses social processes in organizations, including conflict and negotiation, interpersonal influence, procedural justice, communication, and group dynamics. His work has appeared in the *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Communication Yearbook*, *Human Relations*, the *Journal of Applied Social Psychology*, the *International Journal of Organizational Analysis*, and *Research in Organizational Change and Development*. Barry is a member of the Editorial Board of the *Academy of Management Review*, and served as a representative-at-large in the Conflict Management Division in 1994-95. At Vanderbilt University he teaches courses in negotiation, power and influence in organizations, and leadership. He has solicited no campaign contributions for this election from his office telephone.

2. Laurie R. Weingart is an associate professor of organizational behavior at the Graduate School of Industrial Administration at Carnegie Mellon University. She earned a Ph.D. from the J.L. Kellogg Graduate School of Management at Northwestern University (1989) in Organizational Behavior. Her research interests include the examination of group process in both negotiation and production settings. Her current research examines the social interaction and cognitive processes of negotiators in both dyads and groups. Her negotiation research has been published in the *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *International Journal of Conflict Management*, *Advances in Managerial Cognition and Organizational Information Processing and Research in Organizational Behavior*. She is currently a representative-at-large for the Conflict Management Division. She recently served as Program Co-chair for the 1995 Conference of the International Association for Conflict Management, Elsinore, Denmark, and is a member of their Board of Directors. She is currently an assistant editor of the *International Journal of Conflict Management* and serves on the editorial board of *Group Dynamics*.

For At Large Representative: Choose two of the following four candidates

1. Debra Connelley is an assistant professor of organizational behavior at the State University of New York at Buffalo. She holds a Ph.D. in organizational behavior from Cornell University, an MBA from Southern Illinois University and a BA in psychology from University of Texas. Her research interests revolve around intergroup cooperation and conflict with applied interests in managing diversity, cross-cultural management and creating effective teams. She has published in the

International Journal of Conflict Management and co-authored (with Michael Elmes) a chapter in the upcoming book, "Managing the Organizational Melting Pot: Dilemmas of Workplace Diversity". In 1994 she was awarded both the best dissertation award from the women in management division and the best paper award from the Conflict Management Division. She has been actively involved in the division, presenting four papers and co-organizing a symposium introducing relational models theory to the academy, and reviewing papers for the annual meeting since 1994. She has also served as a session chair, faculty for the doctoral consortium and co-host of a pre-conference session on using the case method to teach sexual harassment. She has also reviewed for AMR and the *Journal of Occupational and Organizational Psychology*.

2. Carsten K.W. De Dreu is fellow of the Royal Netherlands Academy of Sciences and associate professor of organizational psychology at the University of Amsterdam. He received his Ph.D. from the University of Groningen in 1993 and has been a visiting scholar at the Yale School of Management in 1995. His research focuses on social motivation and information processing in negotiation, and on minority influence in group decision making. His research has been published in such journals as *Journal of Conflict Resolution*, *Journal of Experimental Social Psychology*, *Journal of Personality and Social Psychology*, and *Organizational Behavior and Human Decision Processes*. With Evert van de Vliert, he edited a book entitled "Using Conflict in Organizations" (London: Sage, 1997). He was the 1995 Program Co-Chair of the International Association for Conflict Management.

3. Judi McLean Parks is an assistant professor of organizational behavior at the Olin School of Business, Washington University. Judi has previously taught at the Industrial Relations Center at the University of Minnesota, Cornell University, and the Institute d'Administration des Entreprises, Universite Jean Moulin Lyon III, Lyon, France. She received her Ph.D. from the University of Iowa in 1990. Her research interests focus on the "psychological contract" between employers and employees, and how the nature of the employer-employee relationship is changing. Her current research examines the implications of broken psychological contracts in terms of disaffected workers and workplace revenge. Judi has published in Academy of Management Journal, Human Resource Management, International Journal of Conflict Management, Journal of Applied Social Psychology, Journal of Applied Psychology, Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes, Research on Negotiations in Organizations, and Research in Organizational Behavior. Also, Judi is a member of the editorial board of the Journal of Organizational Behavior.

4. Tom Tripp is an associate professor of management and systems at Washington State University. He received a Ph.D. from the J.L. Kellogg Graduate School of Management at Northwestern University in 1991. Tom has investigated the interaction of power and fairness norms in negotiations. Currently, Tom is studying workplace revenge cognitions and behaviors. Tom's work has appeared in Antisocial Behavior in Organizations, Journal of Applied Social Psychology, Journal of Behavioral Decision Making, Organizational Behavior and Human Decision Processes, Social Justice Research, Research on Negotiations in Organizations, and Trust in Organizations. For the last two years, Tom has served as the newsletter editor for the Conflict Management Division. Tom also has served as the webmaster for the Conflict Management Division for the past two years, and now chairs the technology committee for the Conflict Management Division.

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Conflict Management Ballot

For Program Chair-Elect (Choose one)

- _____ Bruce Barry
- _____ Laurie Weingart

For Representative at Large (Choose two)

- _____ Debra Connelley
- _____ Carsten K.W. De Dreu
- _____ Judi McLean Parks
- _____ Tom Tripp

Please return this ballot by July 15th to:

Donald Conlon
Department of Business Administration
University of Delaware
Newark, DE 19716

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