

**Conflict
Management
Division
*NEW
ORLEANS
REPORT*****NEWS FROM
NEW ORLEANS
AOM 2004****Pre-Conference Programs**
Submitted by Deborah Kidder

The Conflict Management Division hosted two successful Sunday pre-conference programs. The first was a Town Hall style meeting and the second was a teaching workshop. The Town Hall style program was an exchange, facilitated by Division Chair Sally Blount-Lyon, between the audience and former Division chairs. It featured a current and futuristic evaluation of the Conflict Management Division. The teaching workshop featured Adam Galinsky, Northwestern University. Adam provided a well-received introduction to a new negotiation case. The audience especially appreciated the useful pointers he provided throughout the case.

**CMD is Losing "Market Share" within the Academy:
A Call for Self-Reflection** Report on Conflict Management
Division – 2004 Town Hall
By Sally Blount-Lyon, Division Chair

Academy submissions have grown 41% since 1999, while submissions to the Conflict Management Division have grown by only 13%. Academy membership has grown 56% since 1990, while CMD membership has stayed flat. We all teach management courses. We know that this means that CMD is losing "market share."

PDW Chair Deborah Kidder assembled all past division chairs (since 1990) along with a broader group of interested members to discuss these trends on Sunday morning in New Orleans. Much discussion ensued.

One key question emerged: should membership and submission growth necessarily be our success metrics? Other options might include member satisfaction and submission quality. Past division

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survey results suggest that member satisfaction is bi-modal, with some members very happy. Others feel that it is hard to “break-in” to the division -- especially for new international scholars who have not been introduced to the division through their graduate school experiences.

Another key discussion topic involved the critical role of research innovation that the division should be playing. Our bi-annual research incubator is important to that role, as is our bi-annual doctoral consortium – both of which are typically well-attended and evaluated quite positively. Members emphasized that we must continue to offer these activities and consider expanding beyond them to offer specialized research forums on a regular basis. The 2004 justice incubator was quite well-received.

A final key issue involved the division name, which many members feel does not fully reflect the division’s domain statement (see below). Some members conjectured that part of our challenge may involve marketing outside the division so that Academy members know to submit their power, justice and social influence papers to us.

As a result of these discussions, plans are under way for greater outreach efforts to new members in Hawaii – both domestic and international. We have got some great PDW research sessions planned. We will also be looking into a potential name change for the division.

If you have thoughts on either of these issues, please feel free to e-mail our Division Chair Sally Blount-Lyon (sblount@stern.nyu.edu) with your feedback.

Conflict Management Division’s Domain Statement:

The nature and management of conflicts at the individual, group, organizational, inter-organizational and societal level; power processes including influence, coalitions, coercion, deterrence, and persuasion; bargaining and negotiation, negotiator characteristics and behaviors; collaboration and competition; third party interventions (such as facilitation, arbitration, mediation); distributive and procedural justice and dispute resolution procedures. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, intercultural relations, organizational diversity, labor relations, workplace disputes, community conflict and public policy development.





Award Winners

Submitted by Cathy Tinsley

Best Empirical Paper

Amy Henley and Kenneth H. Price

The Interdependency of Task and Relationship Conflict Over Time

Best Student Paper

Andreas Richter, Rolf van Dick, Michael A. West

Group and Organizational Identification and Effective Inter-Group Relations

Best Conflict in Context Paper

Brian Bemmels, Graham Brown, Laurie Barclay

The Effect of Policy on Fairness Perception

Congratulations to the Conflict Management Division award winners! Pictures of the awards event may be found at the following address:

http://webuser.bus.umich.edu/shirlir/photos/AOM_2004_CMD

The Division has four best paper award categories. For the second year, there was no award in the Best New Directions in Research paper. Submissions for next year are encouraged.

Justice Research PDW

Submitted by Barry Goldman

CMD members Barry Goldman (Representative-At-Large) and Russell Cropanzano, organized the eight hour Professional Development Workshop, "Conducting Research in Organizational Justice: Visions for the Future". The Saturday event was co-sponsored by the Human Resources Division. The program was very well received by the 54 attendees.

The morning "State of the Science" session featured several informational presentations on justice research areas. In the afternoon session small groups were formed to generate future research hypotheses. These were shared among the groups.

The following individuals were presenters and/or group leaders: Maureen Ambrose, Lehman Benson, Bob Bies, Joel Brockner, Jason Colquitt, Russell Cropanzano, Rob Folger, Michelle Gelfand, Stephen Gilliland, Barry Goldman, Jerry Greenberg, Lisa Ordonez, Marshall Schminke, Dan Skarlicki, Linda Trevino, and Tom Tripp.





CM 2004 Doctoral Consortium a Success!

Submitted by Michele Gelfand

The Saturday consortium provided attending doctoral students with thought provoking sessions and excellent tips. The Consortium offered nine sessions: Sally Blount Lyon's "Map Building Exercise" of the CM field; Shirli Kopelman and Leigh Ann Liu on "Getting the Most Out of Your Doctoral Program"; Corine Bendursky and Deepak Malhotra on "Getting a Job and Surviving the Early Years as a Junior Professor"; Mary Jo Vaughan on "Navigating the Interview Process at AOM"; ETTY Jehn, Roy Lewicki, and Robin Pinkley on "Managing you Career and Your Life"; Cameron Anderson, Adam Galinsky, and Laura Kray on "Starting a Research Program"; Bruce Barry and Beta Mannix on "Doing Interesting Research and Getting it Published"; Catherine Tinsley and Deepak Malhotra on "Effective Teaching"; and Max Bazerman and Margaret Neale on "Successful Collaborating". Thanks to all the participants for making this a success. Thanks to the attendees for being a great group. We look forward to your involvement in the CMD.

NEWS FOR HONOLULU 2005

Honolulu Report



ACADEMY OF
MANAGEMENT
2005 ANNUAL
MEETING
**HONOLULU,
HAWAII**
8/5 - 8/10

*"A New Vision of
Management in
the 21st Century"*

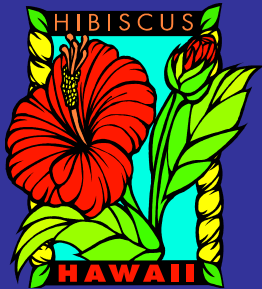
Hawaii Message from the CMD Chair

Submitted by Sally Blount-Lyon

Hawaii in August 2005 – it sounds great. I can't wait as the air begins to chill here in New York City, and the sky darkens. While August seems far off, plans are already underway. Susan Brodt, Wendi Adair and Michael Gross are busy working on some dynamic pre-conference activities, including our bi-annual Saturday research incubator and some provocative Sunday morning sessions. Meanwhile, Michele Gelfand is getting ready to start processing paper and symposium submissions for early January. Kathleen McGinn and her committee (Shirli Kopelman, Steve Blader and Kim Wade-Benzoni) are beginning to read nominations for our influential article award. As you can see, academy planning is an around-the-year activity.

This is the last newsletter that Pam Marett will be preparing – many thanks for your hard work on behalf of the division, Pam! We are recruiting for a new newsletter editor, if you're interested, please let us know. It's an important job for keeping members informed.

Honolulu Report



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Call for Submissions Submitted by Michele Gelfand

Calling all papers, symposia, and workshops! Get ready to submit your work to the CM Division. Already exciting pre-conference PDW events are being planned. The CM program in Honolulu will be intellectually stimulating. Please plan to submit your work to the CM Division and tell your colleagues and friends about us.

Our domain: Remember that our domain statement is very broad. It includes: The nature and management of conflicts at the individual, group, organizational, inter-organizational and societal level; power processes including influence, coalitions, coercion, deterrence, and persuasion; bargaining and negotiation, negotiator characteristics and behaviors; collaboration and competition; third party interventions (such as facilitation, arbitration, mediation); distributive and procedural justice and dispute resolution procedures. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, intercultural relations, organizational diversity, labor relations, workplace disputes, community conflict and public policy development. **Division Awards:** CM submissions are eligible to win one of four awards for excellence in the study of conflict. These include: *Best Paper: Empirical/Theoretical* - for the best empirical or theoretical paper submitted to the CM division; *Best Paper: Student Submission* - for the best empirical or theoretical paper submitted by a graduate student or students; *Best Paper: Conflict in Context* - for an outstanding field-based paper studying organizational, political or social conflict; *Best Paper: New Directions in the Study of Conflict* - for a paper which makes a significant new contribution to the conflict literature through innovation, including, but not limited to, the innovative use of new methods or a new approach/venue for the study of conflict and negotiation in organizations and broader society. (To be eligible for the student paper award, all authors must be enrolled in graduate school at the time of submission, and should note this on the cover page of their submission).

Submission Instructions: Please follow the AOM general submission guidelines when uploading your submission. See the AOM website for further information: <http://meetings.aomonline.org/2005/> The website is scheduled to open on November 1, 2004. **The deadline for submissions is January 10, 2005 (5pm EST).** To avoid a last minute traffic jam on the Academy's servers, please complete all electronic submissions to the AOM website several days before the deadline. Please also see information at the AOM website about the

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conference theme: "A new vision of management in the 21st century." If your symposium or paper is related to this theme, by all means, emphasize this in your submission.

In addition, CM requires that you email your submission to the program chair at cmd2005@psyc.umd.edu. Please use PDF format, submit only one file for each submission, and include the following information in your submission:

- *The subject line of the email should specify your AOM-assigned submission number.

- *The text of the email should include the following four items with a blank line between each: (1) the AOM-assigned submission number; (2) the exact title of the submission; (3) whether it is a symposium or paper submission; and (4) If submitting for the best student paper, you must clearly state that all authors are graduate students.

If you have any questions about the submission process, don't hesitate to contact your Program Chair, that's me, at cmd2005@psyc.umd.edu or (301) 405-6972. See you in Hawaii!

PDW Plans

Presented by Susan Brodt, Wendi Adair, and Michael Gross

Exciting plans are already unfolding for Conflict Management Division Professional Development Workshops (PDWs) at the Academy of Management 2005 Meeting in Hawaii. All PDWs will be finalized in December. CMD members will receive PDW pre-registration information by email. Direct any questions to PDW Program Chair Susan Brodt at sbrodt@business.queensu.ca. Information on planned PDWs to date follows.

A Research Workshop on Negative Emotions

"Stepping into the Shadow: Researching Negative Emotions at work"

The panel of Blake Ashforth, Bob Bies, and Tricia Jones will discuss some of the methodological and practical challenges of researching negative or anti-social emotions and provide insights into overcoming them. The panel will consider challenges facing researchers in both field and laboratory settings including working with IRBs and issues of ethics, assessing and measuring negative emotion in the laboratory, getting organizations to admit and participants to report negative emotion in field research, and reconciling your work with the emerging trend of positive organizational scholarship.

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✚ A Teaching Workshop on Groups and Teams

"Teaching About Groups and Teams"

Joann Keyton, renowned teacher and researcher on groups and teams, will introduce her layered and holistic approach to teaching about groups and teams. She will present a teaching case that embodies this approach. The case involves participants and aids identification of team and group issues and problems in addition to analyzing them both as separate components and simultaneous events. Instruction also includes how best to deliver the materials in the classroom, discussion and idea sharing, and participant questions.

✚ Negotiation Workshop Preparing Doctoral Students for the Job Market

"Starting Out on the Right Foot: Negotiating Your First Job"

The goal of a panel composed of Roy Lewicki, Margaret Neale, Greg Northcraft, Robin Pinkley, Hildy Teegen, and Laurie Weingart is building the knowledge and skill needed to successfully negotiate a position. This session includes presentations about research and an engaging negotiation role play (involving all session attendees). This is followed by small group discussions of the exercise. Then the panelists discuss the simulation, demonstrate some common pitfalls and solutions, provide guidance, and field questions. This is a million dollar session for anyone going on the job market.

✚ Junior Faculty Research Incubator on Power

"Understanding Power: A Research Incubator Linking Junior Faculty and Senior Scholars"

The research incubator is a CMD tradition. It brings junior faculty and senior faculty together around a specific topic for a daylong research exploration. The goal of the workshop is to establish new research relationships and create specific agendas for research. The 2005 Research Incubator topic is power, including the interface of power and ethics, emotion, diversity/inclusion, groups and justice. The 2005 panel includes Bruce Barry, Ramona Bobocel, Susan Brodt, Rob Folger, Deborah Gruenfeld, Alison Konrad, Fiona Lee, Robin Pinkley, Jeff Polzer, and Linda Putnam. The panelists will make informal presentations about the general topic of power and address sub-topics, common themes, divergent perspectives, and unanswered questions. Then small discussion groups shall be formed corresponding to interest in the subtopics. Each group will spend time with the panel member(s) who share this interest. At the end of the workshop each group will present its research question and its plan for pursuing the research. The entire group then has the opportunity to contribute



ideas, reactions, and suggestions.

MORE NEWS

CMD Considers Name Change

Submitted by Sally Blount-Lyon

Following up on our Town Hall meeting in New Orleans in August, the division is considering a name change. Current front-runner nominees include:

Conflict, Negotiation and Justice

Power, Negotiation and Conflict

Conflict, Power and Trust

(no change)

Do you have strong feelings about this issue? Please feel free to send your input to Division Chair Sally Blount-Lyon, (sblount@stern.nyu.edu).

CMD Influential Paper Award

Submitted by Bill Bottom

This year two papers receive the CMD Influential Paper Award. They are: Karen A. Jehn's, "A Multi-method Examination of the Benefits and Detriments of Intra-group conflict" that was published in the 2005 **Administrative Science Quarterly**; and Roger C. Mayer, James H. Davis, and F. David Schoorman's, An Integrative Model of Organizational Trust, which appeared in the July 1995 Academy of Management Review.

Jehn's paper advanced understanding of workplace conflict. It provided a nuanced view of the positive and negative effects of conflict. The paper had a strong research design and method, provided clear-cut definitions, reliable scales, evidence of convergent and discriminant validity, and a model of the differential impact of task and relationship conflict on individual and group outcomes.

The Mayer, Davis and Schoorman paper provided a useful and very general definition of trust. It presented a model that clarified the relationship between trust, its antecedents and its consequences. In so doing, it helped to generate a renewed interest in this vital aspect of conflict management.

The awards committee was responsible for evaluating the papers. They were tasked with selecting paper(s) that made a substantive

THANKS!
Committee
Members

contribution to the conflict management domain. The time window was 1995 – 1999. As no awards were made in the last two years the committee was permitted to consider multiple winners. Committee assessment of papers was based on the impact on the field, the quality of the theory or empirical analysis, and the originality of the contribution. The committee received numerous quality papers from the nomination process. Special thanks to this committee for the conscientious work it did evaluating the papers. The committee members were; Susan Brodt (Queens University); John Oesch (Toronto University); Dan Ferrin (Singapore Management University). The committee Chair was Bill Bottom.

The 2005 Influential Paper Award Committee is chaired by Kathleen McGinn (Harvard). The publication horizon is 1997-2000. Nominations for papers published in this time period should be sent to Kathleen at kmcginn@hbs.edu.

AOM Career Achievement Awards Nominations Submitted by Greg Oldham

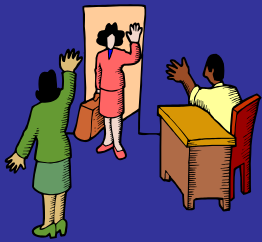
The AOM Career Achievement Awards Committee for 2004-2005 is responsible for reviewing nominations and selecting recipients for the following awards:

- ✚ Distinguished Educator
- ✚ Distinguished Scholar practitioner
- ✚ Distinguished Service
- ✚ Distinguished Scholarly Contributions

This year's panel is Chaired by Greg Oldham. The members are: Jennifer Chatman (Berkeley); Gerald Davis (Michigan); Daniel Feldman (Georgia); Don Hambrick (Penn State), Susan Jackson (Rutgers); Dan Levinthal (Wharton); Frances Milliken (NYU); Nigel Nicholson (London Business School); Linda Putnam (Texas A & M); Elaine Romanelli (Georgetown); Debra Shapiro (Maryland); and Mike Tushman (Harvard).

Detailed information about the awards and nomination process is available on the Academy of Management website. Go to <http://www.aomonline.org/> , click on "People and Communities", then select the "Recognition and Involvement" tab on the left menu and click on "Awards". Nominations for the award must be submitted electronically Greg Oldham, g-oldham@uiuc.edu . The deadline for nominations is February 3, 2005.





THIS AND THAT



Farewell from the Newsletter Editor Submitted by Pamela Marett

My term as newsletter editor expires with the publication of the Fall 2004 newsletter. It has been an enjoyable two year experience. I want to thank all of the members for the time they took to submit news items and for reading the newsletter. I must especially thank all the CMD officers over the period of my tenure (2003-2004) for their help, support, and kind emails.

Anyone interested in assuming this position should email by December 15, 2004, a vita and brief statement of interest to Program Chair-Elect, Susan Brodt, sbrodt@business.queensu.ca. If you have questions for the "former" editor concerning this position please contact me at pmarett@sulross.edu.

Thanks again to all. Sure hope I get to see you in Honolulu!

THIS AND THAT

CALLS FOR PAPERS

IACM

Submitted by Bianca Beersma

The International Association for Conflict Management (IAACM) invites paper submissions for its 18th Annual Conference, scheduled for June 12-15 in Seville, Spain. The program will feature presentations, symposia and workshops on research, theory, and practice in: negotiation, decisions processes, communication, conflict in the public sector, culture and conflict, social justice, third party intervention, environmental and public resource conflict, international and inter-group conflict, and organizational conflict. For more information about the Conference and the submission process visit the website www.iacm-conflict.org/.

IACMR

Submitted by Xiao-Ping Chen

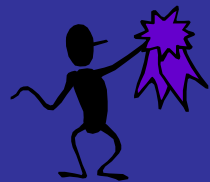
The International Association for Chinese Management Research invites submissions its Second Annual Conference, scheduled in Nanjing, China, June 15-15, 2006. The Conference theme is "Knowledge Creation in a Transitional Economy". Paper submissions may be on any topics related to organization and

management in the Chinese context (IACM includes China Mainland, Taiwan, Hong Kong, Singapore). For more information about the Conference and the submission process visit the website www.iacmr.org. Questions may be directed to Anne S. Tsui (Anne.Tsui@asu.edu).

Social Justice Research

Submitted by John Jost

Social Justice Research accepts submission of original papers with broad implications for social scientists investigating the origins, structures, and consequences of justice in human affairs. The journal encompasses the justice-related work (using traditional and novel approaches) of all social scientists, sociologists, anthropologists, economists, policy scientists, political scientists, legal researchers, management scientists, and others. In addition to original research papers the journal also publishes book reviews. For submission information visit the website www.wkap.com.



MEMBER RECOGNITION

Congratulations to CMD member Barry Goldman. The Journal of Management, selected his paper, "The application of referent cognitions theory to legal-claiming by terminated workers: The role of Organizational justice and anger," (2002) as its Best Paper.

Congratulation to CMD member Michael Gross. He is the recipient of the Bartels and Company CPAs, LLC Junior Faculty Research Fellowship.

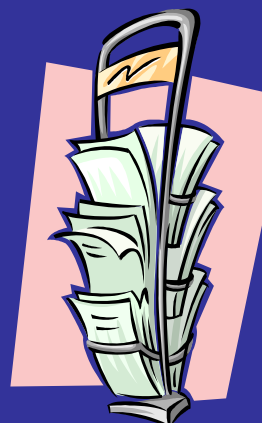
MEMBER PUBLICATIONS

Aquino, K., Reed, II., A., Stewart, M.M., & Shapiro, D.L. in press. Reactions toward fairness-enhancing organizational policies. To appear in D. Steiner, S. Gilliland, & D. Skarlicki (Eds.), *Research in Social Issues in Management* (Vol. 4). NY: Information Age Publishing, Inc.

Bazerman, M.H., & Watkins, M. *Predictable Surprises*. HBS Press, 2004.

Gelfand, M. J., Major, V., Raver, J., Nishii, L., & O'Brien (in press). *Negotiating Relationally: The Dynamics of the Relational Self in Negotiations*. *Academy of Management Review*.

Gelfand, M.J., Nishii, L., Raver, J., & Schneider, B. (in press).



Discrimination in organizations: A systems perspective. In R. Dipboye and A. Colella (Eds.) Psychological and organizational bases of discrimination at work. SIOP Frontiers Series, Jossey Bass.

Gross, M. A., Guerrero, L. K., & Alberts, J. K. (2004). Perceptions of conflict strategy and communication competence in task oriented dyads. *Journal of Applied Communication Research*, 32(3), 249-270.

Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviors. *Decision Sciences*, 35(3), 551-578.

Shapiro, D.L. in press. A guilty conscience needs no accuser, but rather, a community. *Journal of Management Inquiry*.

Shapiro, D.L. & Brett, J.M. in press. What is the role of control in organizational justice? To appear in J. Greenberg & J. Colquitt (Eds.), *Handbook of Organizational Justice*. NJ: Lawrence Erlbaum, Inc.

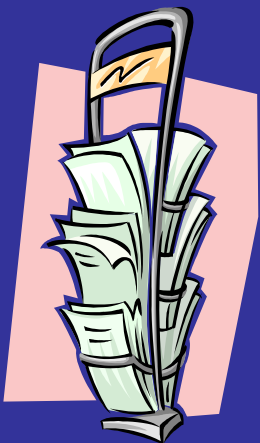
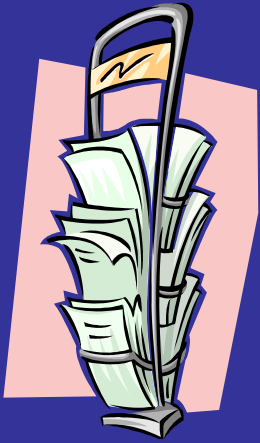
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Scheie, B. and Rognes, J. (2003). Knowing me, knowing you: Own orientation and information about the opponent's orientation in negotiation. *International Journal of Conflict Management*, 1, 43-59.

Steers, R., Mowday, R., & Shapiro, D.L. (2004). The future of work motivation theory. *Academy of Management Review*, 29(3): 379-387.

Von Glinow, M.A., Shapiro, D.L., & Brett, J.M. (2004). Can we talk, and should we?: Managing emotional conflict in multicultural teams. *The Academy of Management Review*, 29(4): 578-592.

Weber, J. Mark, Kopelman, Shirli and Messick, David M. (2004). A conceptual review of decision making in social dilemmas: Applying a logic of appropriateness. *Personality and Social Psychology Review*, 8 (3), 281-307.



CMD OFFICER CONTACT INFORMATION



Division Chair

Sally Blount
New York University
Stern School of Business
KMC 7th Floor, 44 W. 4th St.
New York, NY 10012
(212) 998-0233
sblount@stern.nyu.edu

Program Chair-Elect

Susan Brodt
Queen's University

Queen's School of Business
Goodes Hall, 143 Union St.
Kingston, Ontario, Canada
K7L3N6
(613) 533-3231
sbrodt@business.queensu.ca

Representative at Large

Deborah Kidder
Towson University
Department of Management
8000 York Road
Towson, MD 21252
(410) 704-3808
dkidder@towson.edu

Representative at Large

Wendi Adair
Cornell University
S.C. Johnson Graduate
School
of Management
437 Sage Hall
Ithaca, NY 14853
(607) 255-7284

Program Chair

Michele Gelfand
University of Maryland
Department of Psychology
College Park, MD 20742
(301) 406-6972
mgelfand@psyc.umd.edu

Past Division Chair

Bruce Barry
Vanderbilt University
Owen Graduate School of
Management
401 21st Avenue South

Nashville, TN 37203
Bruce.barry@vanderbilt.edu

Representative at Large

Barry Goldman
University of Arizona
McClelland hall
Tucson, AZ 85721
(520) 621-9313
bgoldman@eller.arizona.edu

Representative at Large

Michael Gross
Colorado State University
College of Business
218 Rockwell Hall
Fort Collins, CO 80523
(970) 491-6368
Michael.gross@mail.biz.colostate.edu

**Newsletter Editor**

Pamela Marett
Business Administration
Sul Ross State University
Alpine, Texas 79830
(432) 837-8071
pmarett@sulross.edu

Listserv Manager

John F. S. Bunch
Benedictine College
Division of Business and
Public Policy
Atchison, KS 66002
(913) 367-5340