



ACADEMY OF MANAGEMENT

Conflict Management Division

NEWSLETTER

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

Editor: Charlotte Rayner

SPRING 2007

Volume 22, Issue 1

CM Division Chairperson Notes..... *Michele Gelfand*

CM SUBMISSIONS HIGHEST EVER!

Come one, come all, to Philadelphia, the city of brotherly love and cheese steaks, for what promises to be an outstanding conflict management program at AOM. I want to thank *you* for submitting your work to the CM division. This year we received a record number of submissions (see Tom Tripp's column for details), attesting to our division's vitality, its breadth, and its depth.

Many thanks to all of our division offers for their time, effort, and dedication to making this one of the best programs yet for the CMD. Thanks to Tom Tripp for his countless hours putting the program together, and for lobbying on the CMD's behalf in the larger Academy to get our work showcased in primetime. Thanks also to Kathleen O'Connor, PDW Chair, and our representatives at large, Jeffrey Sanchez-Burks and Kim Wade-Benzoni, for their outstanding work on one of the biggest pre-conference CMD programs yet (see Kathleen's column for more details). Thanks also to Susan Brodt, Division-Chair Elect, for securing a great venue for our Sunday night social for schmoozing and boozing, to John Bunch for managing the listserv, and Charlotte Rayner, for her very hard work on the newsletter.

And finally, I want to extend my thanks to Michael Gross, the CMD Website Manager, and Laurie Ann Ray, the CMD Webmaster, who have put a virtual face to our great division. In recent months, they have revamped the CMD web page in its entirety, spending over 100 hours to repair old links and create new ones, locate and upload important archival information for the division (two dozen back issues of the newsletter are now posted on the website, as well as updates on awards, 5-year reports, etc.). They also completely revamped the aesthetics so that the web page has a new and user friendly look. Just recently, they created links for *Education Resources for Teaching Resources* (<http://division.aomonline.org/cm/CMD-Teaching-Resources.htm>) in response to feedback from our

division's five year review where you called for more information on teaching (e.g., course syllabi) to be made available on our website <http://division.aomonline.org/cm/>. Check it out for yourself! Please send Michael your syllabi, as well as any other website feedback (Michael.Gross@business.colostate.edu). Perhaps buy him a beer at AOM this year! In the coming months, Michael and I will also be working together to enhance the CM division's institutional memory by gathering information on various officer roles, which will be posted on the website for future officers of the division.

And speaking of which, please don't forget to vote for your future CMD officers! Thanks to Cathy Tinsley, Past-Division Chair, for organizing the election for the division. The elections are now centralized, and the 2007 Elections website is open and ready for your participation. Please vote now at: <http://apps.aomonline.org/divelection>. You need to log-in using your last name and your member ID# as password. The elections close by May 18th.

Finally, I'll close by saying that it has been a pleasure to serve this great division over the last five years. I've learned a lot, and am grateful to others in the division who have provided me guidance over the years. I am truly inspired by this great community of scholars. As Ben Schneider says, "The people make the place". This division is comprised of not only wonderful people, but great scientists who are devoting their lives to tackling a critical topic, conflict and its management, arguably one of the most important challenges facing the world today.

Look forward to seeing you in Philadelphia,

Michele Gelfand
Division Chair.

CM Division Officers: Who's who?

- Michele Gelfand is Chairperson of the Division
- Tom Tripp is Program Chair in charge of the main conference program.
- Kathleen O'Connor is Program Chair Elect - running the incubator this year.
- Susan Brodt is the new Division Chair Elect, and will be planning the Sunday social event.
- Representatives at large: Jeffrey Sanchez-Burks and Kim Wade-Benzoni are running the pre-conference events.
- Anita Bhappu & Melissa Thomas-Hunt (2nd year reps at large) work on membership services for the division.
- Charlotte Rayner runs the newsletter.
- Michael Gross runs the website.
- Elections for new officers are in progress! Please vote on the AOM website!

CONTENTS

CM Division Chairperson: <i>Michele Gelfand</i>	1
CM Division Who's Who?	2
2007 Philadelphia Program: <i>Tom Tripp</i>	3
2007 PDW Program: <i>Kathleen O'Connor</i>	4
2007 Evening Social: <i>Susan Brodt</i>	5
2007 New Doctoral Student Consortium: <i>Matthew McCarter</i>	5
Events & Calls:	
Negotiation and Conflict Management Research Special Issue.....	6
International Journal of Conflict Management Special Issue Call for Papers	7
EIASM Call for Papers	8
International Association for Conflict Management Annual Conference	8
GW CIBER: announcement	8
Global Business and Organizational Effectiveness: announcement	9
Books.....	9
Achievements	10
News from your CMD Web Manager: <i>Michael Gross</i>	10

From your Philadelphia 2007 Program Chairperson Tom Tripp

2007 CM Division Program:

Many of our sessions address this year's theme, "Doing Well by Doing Good." http://meeting.aonline.org/2007/index.php?option=com_content&task=view&id=1&Itemid=17

That is, we have sessions on morality and values in negotiations, on power use, on pursuing justice, on moral transgressions, and several sessions on encouraging trust. We also have great sessions on CM's usual suspects, such as negotiation strategies, justice theory development, workplace aggression, and team conflict.

For the full program, please visit the Academy's website where the program is now published at <http://meeting.aonline.org/2007>. The website now includes a nifty feature where you can create custom schedules to suit your own interests. Finally, a schedule that's all killer and no filler, no matter who you are!

Due to the unusually high number and high quality of submissions to CM, we have a big program this year. A *record-breaking* big program, in fact. Last year we received 77 papers and symposia, but this year we received 107 – a growth spurt of 40%! Of course, the more we receive the more we can accept into the program. So this year, we are putting on 35 (!) sessions in the Monday-Wednesday program, plus some of our papers are included in seven other, "Interactive Paper" sessions.

Not only we did we receive more submissions, we received *good* ones. Don't just take my word for it – eight of our symposia are being featured by the Academy as "showcase" symposia. Is eight a lot? The Academy is showcasing only 34 symposia – and that's across all 24 divisions and interest groups of the Academy – then, yes, eight *is* a lot. I thank all of you who submitted, and the 200 of you who volunteered to review so many submissions.

It's about meeting people too...

Last, I invite you all to CM's business meeting and social hour. No, they're not the *same* hour – 'tis not good to drink and negotiate, after all – but the social hour immediately follows the business meeting hour. The business meeting takes place Tuesday at 5:45-6:45 in the Convention Center, room 105B, and then the social hour follows at 7:00-8:00 next door, in room 105A. Please come along either or both. We have fun at the business meeting, and it's a good place to get involved in CM division activities. Many CM members tell us that they would like to get involved in helping the division, but don't know how. The meeting is one of the best places to get involved. It's open to everyone. Please come.

Tom Tripp

From your Philadelphia 2007 PDW Chairperson..... Kathleen O'Connor

2007 CMD Professional Development Workshop Program:

Greetings from your Professional Development Workshop (PDW) chair. Have you ever wondered what the PDW program is all about? The program is stuffed with workshops and panels designed to give Academy members access to cutting edge techniques, the latest research ideas, novel teaching tips and materials, and advice for managing common, but difficult professional problems. Okay, I'll admit it; before taking on this role, I was more an "arrive-on-Sunday, leave-on-Tuesday" kind of gal. If this sounds like you, I would urge you to take a closer look at the PDW program for this year. It turns out you're missing quite a lot by flipping right to the Monday-Wednesday sections of the program.

What are Professional Development Workshops?

Each year the CM division (and other divisions and interest groups) sponsors events that we believe will enrich the professional lives of our members. This year's CM PDW committee—Kimberly Wade-Benzoni, Jeffrey Sanchez-Burks and I—have come up with panels and a set of participants to offer the kinds of sessions we have long hoped to see on the program.

Saturday

On Saturday, the CM division will be hosting its every-other-year Junior Faculty Research Incubator. That day-long event brings together a stellar group of senior scholars who will work closely with junior faculty who register for the event. Our intention is to have all participants walk away with a concrete plan for a collaborative research project that will yield published work. Over the years participants have reported that they appreciated the chance to get to know a new set of people, and have developed enduring collaborative relationships. Just as important, many of the projects have borne fruit.

This year's theme is "Putting Negotiators in their Place." Our group of senior experts work on topics that range from social networks, to the effects of time on interpersonal behavior, to the complicated role culture plays in negotiation. It promises to be a lively (and productive) day.

Sunday

Kim deserves great credit for putting together two Sunday morning PDWs on topics of interest to our members (and plenty of other divisions, given the list of co-sponsors). "Balance is Bunk: Surviving Parenthood and Succeeding in Academia" is a two-hour panel whose name says it all. The aim is to have participants discuss approaches to competing demands, share best practices, and offer advice for coming up with creative ways of managing the demands of our lives.

A second Sunday panel is "Leadership in Academia: What it Means at Different Career Stages." Panel participants span faculty ranks and will comment on how they manage to balance productive research careers with a commitment to service to the profession.

Back by popular demand is a workshop organized by Jeffrey on Negotiating your First Job. Staffed by colleagues in our division, this workshop is a must-do for those job negotiations.

And the good stuff is not limited to our division. We co-sponsor panels with other divisions. These include sessions on crafting qualitative research papers, translating trust research into practice, and issues around interorganizational relationships.

So get to Philadelphia early and be part of a terrific PDW program. I'll see you there.

Kathleen O'Connor (kmo8@cornell.edu)

From your Philadelphia 2007 Division Chair Elect Susan Brodt
Evening Social: Sunday, August 5th

Mark Your Calendars! The Conflict Management Division's Sunday Evening Social will be August 5th from 6:30-8:30pm. It will be in the Center City area within walking distance of the conference hotels and convention center. I will email everyone the details in mid-May, including the menu, directions and price. I am still negotiating the specifics but trust me, you will not be disappointed! For now, mark your calendars and be sure to join in this wonderful CM division tradition. If you are new to the Division, we are especially interested in seeing you at this event. And if you are a seasoned member, be sure to keep up the tradition!

Susan Brodt

2007 New Doctoral Student Consortium: Saturday, August 4th

What is the New Doctoral Student Consortium?

Welcome to the Academy! The New Doctoral Student Consortium (NDSC) is part of the Academy of Management's commitment to the professional development of its new and prospective members. NDSC is designed by doctoral students for doctoral students and is aimed at students in their first or second year of a doctoral program. The consortium addresses the real life issues facing doctoral students from getting develop research interests, through the publishing process, and beyond. NDSC provides an opportunity for new doctoral students to interact, discuss, and learn from the Academy's leading members and the world's leading academics.

The NDSC will be held in Philadelphia, Pennsylvania on Saturday August 4, 2007 from 8:55am to 4:40pm. By attending this year's consortium, new doctoral students will meet some of the Academy's most distinguished members and academicians, as well as other doctoral students who also share similar experiences and interests. The sessions at the 2007 NDSC will include: beginning your career as a new scholar, how to get the most out of Academy of Management, how to work synergistically with co-authors and academic advisors, how publish in the top academic journals, and much more. In addition to these sessions, you will have the opportunity to network and meet many of your fellow new scholars in close, friendly environment. Also, question and answer sessions will be available for you to inquire and receive answers to your questions from fellow academics at all levels of experience.

Light refreshments and lunch will be served during the consortium and an "NDSC Reception" will also be held following the consortium at 6:00 pm for all doctoral students and faculty presenters.

The NDSC is becoming a major pre-conference event for doctoral students! Pre-registration is required. Attendance is limited to 150 participants. Registration is free and now open at: <http://group.aomonline.org/ndsc/NDSC%202007.htm>. You may contact Christine Silva, Marketing and Registration Chair, at ndsc2007@hotmail.com for more information.

We look forward to seeing you in Philadelphia!

Matthew W McCarter

EVENTS & CALLS

NEGOTIATION AND CONFLICT MANAGEMENT RESEARCH

Special Issue: CALL FOR SUBMISSIONS

Beyond the deal: Next generation negotiation skills

DEADLINE FOR SUBMISSIONS: SEPTEMBER 30, 2007

Guest Editors

Mara Olekalns, Melbourne Business School, University of Melbourne
Jeanne Brett, Kellogg School of Management, Northwestern University

Overview: Negotiations present individuals with a complex, multilayered process. In order to craft a deal, negotiators must manage at least three distinct layers: the substantive aspects of negotiation: creating and claiming value; the social processes that underpin and shape negotiators' ability to craft a deal; and the increasingly complex environment in which deals are made. To manage each of these layers, negotiators need to balance a mastery of substantive, deal-making skills with a mastery of complementary social and relational skills. Recently, there has been a surge of interest in the intangible aspects of negotiation, such as trust, emotion and reputation. There is also a growing recognition of the changing environment in which we negotiate, which may involve unseen enemies, unidentifiable coalitions and intractable disputes. Managing these intangible aspects requires skills that focus on the social and relational aspects of negotiation.

Despite our recognition that these skills play an important role in deal-making, in practice capturing this next generation of negotiation skills in a classroom setting is challenging in two ways. The first challenge is to create classroom experiences that capture the essence of these intangible aspects of negotiation. The second challenge is to build these experiences from research-based knowledge about how these intangibles factors play out in negotiation. The goal of this special issue is to (a) stimulate a discussion about how research findings in the three areas listed below can be used to create effective learning tools and (b) identify gaps in our knowledge that provide future directions for research.

We invite contributions that address how educators can develop next generation negotiation skills in three key areas:

- i) **Social Context.** How can factors such as reputation, trust and ethical behavior be captured in the classroom for understanding and analysis? How do we create a learning environment in which our students experience the consequences of reputational damage, unethical behavior or trust violation?
- ii) **"Hot" Negotiations.** Whether it is a strategic or genuine, emotion plays a role in negotiation, and even more so in disputes. But how do we recreate the strong genuine emotions that can arise when trust is violated? What happens when emotions are pushed to the extreme? Students need to learn not just how to deal with others' emotions in negotiations but also with their own.
- iii) **Complex environments.** The environment within which we negotiate is becoming increasingly complex, due to technology, globalization of business, and sensitivity to the environment. How can we recreate and teach the complexities of negotiating with multi-cultural teams, governments or non-governmental organizations, big team negotiations, negotiations that include environmental issues or seemingly intractable disputes?

While we have a strong preference for contributions that address these themes, we also welcome research-based submissions that advance our practices in teaching negotiation skills in other areas.

For further information, please contact one of the guest editors:

Mara Olekalns m.olekalns@mbs.edu

Jeanne Brett jmbrett@kellogg.northwestern.edu

International Journal of Conflict Management

SPECIAL ISSUE: CALL FOR PAPERS

“The Past, Present and Future of Conflict Styles and Tactics Research”

For many years conflict management scholars have examined the correlates of different types of conflict styles and tactics. Researchers have used a variety of different conceptualizations to explore preferred conflict styles focusing on distributive vs. versus integrative outcomes, the self vs. the other, and so on. It is now time to take a step back to think carefully and critically about these decades of research. Where have we been, where we are now, and where we should go in the future? The following are intended to spur thoughtful reflections about the past, present, and future directions of conflict styles research. However, these are only suggestions. Other ideas as well scholarship that takes us in new directions is strongly encouraged.

Some possible questions to be addressed are:

What have we learned? This question addresses not only the covariates and predictors of conflict styles, tactics, and strategies, but also the important outcomes.

What are the important mediator or moderator variables that influence the relationships between conflict styles and the outcomes of disputes?

What are the key individual difference and contextual variables that impact the choice of conflict styles and how do they influence the outcomes of disputes?

How do national cultures influence the preference for conflict styles as well as the outcomes of disputes?

In what ways do institutional constraints and influences effect the use of conflict styles and the outcomes of disputes?

How useful are conflict styles training interventions in actual disputes? Can conflict training be made more effective?

So what? How can organizations benefit from a greater understanding and appreciation of the scholarship in this field?

How do group processes interact with different conflict styles?

In what ways do ethics influence the appropriateness of conflict styles?

This call for papers is aimed at a wide array of scholars--from different disciplines such as management, communications, psychology, sociology, economics, public administration, and law.

Studies using a variety of methodological techniques are encouraged including (but not limited to): meta-analyses, literature reviews, laboratory studies, field studies, case studies, survey research, and analyses of archival data. Articles focused solely on a review of the literature new theory development are also welcome as are papers that present novel approaches to conflict styles the context of organizations.

Manuscripts should focus on the following criteria:

Use clear exposition, be technically adequate; make a theoretical contribution (e.g., testing, creating, or extending theory); make an empirical contribution; be innovative, interesting, and novel; or have potential implications for practice

Format

- Length: generally no longer than 35 pages (double spaced, and including everything: tables, references, figures, etc.)
- Structured Abstract
- References following Harvard Style
- See the call for papers guidelines: http://www.emeraldinsight.com/info/journals/ijcma/cfp_styles.jsp
- Papers will be double blind peer reviewed.

Inquires and manuscripts should be submitted in electronic form by June 1, 2007 to:

Richard A. Posthuma
Editor, International Journal of Conflict Management
College of Business Administration, Room 230
University of Texas at El Paso, El Paso, Texas 79968
(915) 747-8646
(915) 747-5348 (FAX)
rposthuma@utep.edu

EIASM 2007 CALL FOR PAPERS

“Trust Within and Between Organizations”

The 4th EIASM Workshop on *Trust Within and Between Organizations* will be held in Amsterdam on Thursday and Friday, 25-26 October 2007. Details on the workshop can be found at the following link:

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=495
<https://mail.olin.wustl.edu/exchweb/bin/redir.asp?URL=https://mail.olin.wustl.edu/exchweb/bin/redir.asp?URL=http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=495>

The deadline for uploading a 800-1000 word abstract for consideration is May 21, 2007.

International Association for Conflict Management Annual Conference: BUDAPEST, Hungary July 1-4 2007

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

Please visit the IACM website for more details www.iacm-conflict.org.

PROGRAM CONTENT AREAS:

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

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

George Washington Center for International Business Education and Research Strategies on Teaching Negotiation June 12-16 2007

A Faculty Development Workshop from GW-CIBER on *Strategies for Teaching International Negotiation* builds upon past success by leveraging the input from noted scholars, teachers, and negotiation practitioners in collectively providing workshop participants with a broad view of the field as well as specific, actionable strategies for improving teaching and learning.

The fee is \$1,650 for five nights of participant lodging in Washington, D.C., all workshop materials, and most meals. For participants from CIBER network schools, and those providing evidence of financial need, we offer a \$350 scholarship to attend the workshop. Participation is limited to 30 given the highly interactive nature of the workshop.

For more information about the workshop, visit :<http://www.business.gwu.edu/CIBER/FDIB/FDIB.htm>

For more information about the CIBER network, please see: <http://www.ciberweb.msu.edu>

Hildy Teegen, CMD Member and GW-CIBER Director (teegen@gwu.edu)

Global Business and Organizational Effectiveness

Current activities

Dr Yahia H. Zoubir, Professor of International Relations & Management at Euromed Marseille School of Management, one of the top 10 business schools in France, has been appointed Co-Editor-in-Chief of Global Business and Organizational Excellence: A Review of Research & Best Practices (GBOE). GBOE was formerly the award winning Journal of Organizational Excellence, published by John Wiley and co-sponsored by Euromed Marseille and ORC Worldwide:

Formerly Editor-In-Chief for 10 years of the Thunderbird International Business Review, Dr. Zoubir is developing GBOE following its repositioning as a unique journal providing truly practitioner-oriented, referred articles.

Please send all questions regarding GBOE and relevant articles for publication consideration to: GBOE@euromed.marseille.com .

The mission of Global Business and Organizational Effectiveness is to:

Provide our readers with timely information on the techniques and strategies that organizations around the world are using to excel – that is, to effectively enhance their performance and competitive position in a global economy – while meeting the needs of all their stakeholders, including their employees, customers, owners, and communities.

Books

**From
Roy Lewicki
and colleagues ...**

Lewicki, R. and Hiam, A. Mastering Business Negotiation. Jossey Bass/Wiley 2006.

Lewicki, R.J., Barry, B., & Saunders, D.M. (2007). *Essentials of Negotiation* (4th edition). Boston: McGraw Hill/Irwin.

Lewicki, R.J., Barry, B., & Saunders, D.M. (2007). *Negotiation: Readings, Cases, and Exercises* (5th edition). Boston: McGraw Hill/Irwin.

YOUR NEW BOOK COULD BE PUBLICIZED HERE

Let other CMD colleagues know your achievements and new book publications ... contact the newsletter editor, Charlotte Rayner at charlotte.rayner@port.ac.uk

**From
Jeanne Brett
and colleagues ...**

There is a new edition of *Negotiating Globally*. Enhancements for this second edition: Chapters One and Two have been restructured to introduce negotiation basics and cultural factors separately and in more depth. Chapter Four is all new based on the negotiation process research done with Wendi Adair. There are many new examples and a CD ROM with cases based on current examples of global negotiations and a set of problems challenging multicultural teams from research with Kristin Behfar and Wendi Adair. The all new Instructor's Manual will be available both on the DRRC 2008 CD and immediately on the Wiley instructor's website.

Available in stores August 31, 2007.

Now available for pre-order on www.amazon.com

ISBN: 0-7879-8836-7

US\$50.00

Achievements

Daylian Cain, the Russell Sage Fellow of Behavioral Economics at Harvard and a Ph.D. Candidate in OB at Carnegie Mellon, has accepted a tenure-track position at Yale University' School of Management (OB), which is recently under the direction of Joel Podolny.

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

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

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

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

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

We look forward to receiving your syllabus!