**Negotiation and Conflict Management Research 15.2 Table of Contents**

**Available online at** [**https://lps.library.cmu.edu/NCMR/issue/66/info/**](https://lps.library.cmu.edu/NCMR/issue/66/info/)

Huang, Y.-H. C., & Cai, Q. (2022). Negotiating disciplines: A model of integrative public relations from a conflict-resolution perspective. *Negotiation and Conflict Management Research, 15*(2). <https://lps.library.cmu.edu/NCMR/article/id/581/>

**Abstract:** This paper investigates potential cross-fertilizations of public relations and conflict management. We first address criticisms of the two-way symmetrical communication model and Excellence theory in the field of public relations in order to highlight how concepts borrowed from negotiation and conflict management scholarship can remedy those concerns. Ultimately, we theorize an integrative public relations model that outlines a conflict-resolution perspective of public relations. Multiple scenarios and contexts in which this model might be applied include: contexts where high value is placed on long-term relationships; processes characterized by repeated, serial exchanges of information and communications between contending parties; conflict scenarios characterized by multiple issues entangled in strongly complex ways; situations where minimal power asymmetry exists between an organization and its publics; contexts characterized by openness to information sharing and exchange; and contexts where a high importance is placed on trust. Finally, a case illustrates how integrative public relations can be leveraged. We conclude with our model’s implications for public relations and conflict management.

Mertes, M., Mazei, J., Gemmecke, C., & Hüffmeier, J. (2022).  Short-term effects of authority concessions to terrorist hostage-takers: stability and generalizability of the concession effect. *Negotiation and Conflict Management Research, 15*(2). <https://lps.library.cmu.edu/NCMR/article/id/533/>

**Abstract**: Should authorities concede to the demands of terrorist hostage-takers or not? Making this difficult decision requires accurate knowledge of the consequences of each alternative. A prior study suggested that authority concessions to terrorist hostage-takers reduce casualties among the hostages and overall (Mertes et al., 2020). We term this finding the concession effect. However, this previous study investigated relatively old data on exclusively international terrorist hostagetakings. Outdated findings could impair decisionmaking in life–threatening situations. Thus, we illuminate the stability and generalizability of the concession effect. We analyzed Global Terrorism Database (START, 2019b) data on domestic terrorist hostage-takings that occurred between 1970 and 2018. As hypothesized, we found that authority concessions increased the likelihood of a successfully completed hostage exchange and reduced the number of overall fatalities. Altogether, our findings suggest that the concession effect is a stable phenomenon that generalizes to domestic terrorist hostage-takings.

Reif, J. A. M., & Brodbeck, F. C. (2021). “Should I negotiate?” A model of negotiation initiation considering psychological person-environment transactions.*Negotiation and Conflict Management Research, 15*(2). <https://lps.library.cmu.edu/NCMR/article/id/524/>

**Abstract:** We qualitatively investigated why employees initiated negotiations with their supervisors to elaborate a theoretical model of negotiation initiation in organizational contexts. Consistent with the model, employees initiated negotiations when they felt negative discrepancy and negative affect and when they believed the negotiation issue had a high valence, the benefits outweighed costs, and their probability of being able to successfully initiate and complete the negotiation was high. Employees did not initiate negotiations if they did not perceive negative discrepancies or negative affect, or if the activating effects of negative discrepancy and negative affect were buffered by negative instrumentality, no expectancy, or low valence. The qualitative results led the model to be systematically extended to a transactional model which includes social, contextual, and intraindividual influences on employees’ decisions about whether to negotiate (or not), showing how the negotiation partner, negotiation situation, and negotiators’ states and dispositions influence cognitive-motivational antecedents of negotiation initiation.

Song, H. C. (2022). How do Buddhist monks frame conflicts? A Buddhist approach to paradox. *Negotiation and Conflict Management Research, 15*(2). <https://lps.library.cmu.edu/NCMR/article/id/423/>

**Abstract**: Paradox theory proposes that some conflicts need not be mitigated or eliminated because conflicts can help people create synergy. In organizational studies, the concept of a paradox is typically theorized as a unique response to conflicts. Such a conceptualization allows organizational scholars to investigate how a paradox is manifested in one’s decision-making. Deviating from the existing literature, this study develops an alternative approach to a paradox, particularly from a Buddhist perspective. To this end, I conducted a three-month ethnographic fieldwork in a Korean Buddhist temple that allowed me to investigate how Buddhist monks frame conflicts, dualities, and tensions that are central to Buddhist philosophy. While living and working closely with Buddhist monks, I found that the monks try to make sense of conflicts by deconstructing cognitive boundaries between opposing elements of conflicts, which, they believe, unconsciously cause tension in their minds. By theorizing this Buddhist perspective, this study contributes to individual-level paradox research.

We would also like to highlight aspects of our Featured Special Issue Article and our Featured Regular Issue Article.

**Feature Article from Special Issue: Negotiation and Conflict Management**

**in Public Relations and Strategic Communication**

**Negotiating disciplines: A model of integrative public relations from a conflict-resolution perspective.**

*Authors: Yi-Hui Christine Huang & Qinxian Cai*

Highlights from Huang and Cai’s article include:

* Negotiation/conflict management and public relations could cross-fertilize each other. We advanced the traditional public relations model to theorize “integrative public relations” from the perspective of negotiation/conflict management in general and integrative negotiation in particular.
* We proposed integrative public relations model to remedy the concerns of two-way symmetrical communication and excellence theory. Specifically, four propositions from conflict orientation, negotiation principle, feasibility and practicality, as well as utility and effectiveness were developed to explicate the extent to which integrative public relations are practical, effective, and sustainable.
* We also discussed contingencies for integrative public relations model. Scenarios that present multiple avenues for value creation are defined by the following features: value placed on long-term relationships; repeated, serial exchanges of information between contending parties; complex entanglement of multiple issues; minimal power asymmetry; openness to information sharing and exchange; and a high importance placed on trust.
* Integrative public relations stands out its unique contribution to the scholarships of negotiation/conflict management and public relations by providing practical guidelines (i.e., seven-element framework) to negotiate win-win agreements.



**Yi-Hui Christine Huang,** ICA (International Communication Association) Fellow, is Chair Professor of Communication and Media at City University of Hong Kong and Emeritus Professor of The Chinese University of Hong Kong. She has long been committed to research on strategic communication, risk communication in health and technology, crisis communication, relationship management, and cross-cultural communication. She served as Senior Associate Editor for *Journal of Public Relations Research* from 2020 to 2022. She currently serves as Editor for *Communication and the Public* (ESCI) and *Communication and Society* (TSSCI). Moreover, she serves as Founding Editorial Board Member for *Journal of International Crisis and Risk Communication*. She also serves as an editorial board member for more than 10 major international SSCI journals, such as *Journal of Communication* and *Public Relations Review*. She has received multiple international research awards and recognition for originality, quality, and productivity, including 37 Top Papers and other commendations for research. In the past 10 years, Prof. Huang has delivered 21 international keynotes in the USA, Austria, Australia, Korea, Mainland China, Hong Kong, and Taiwan, showing the broad reach and social impact of her works. In addition to keynotes, she has also given more than 100 invited presentations at scholarly and professional meetings and workshops.

Contact: yihhuang@cityu.edu.hk

Web: [https://scholars.cityu.edu.hk/en/persons/yihui-huang(4b4d1477-5571-419e-95bc-34d580ef9b98).html](https://scholars.cityu.edu.hk/en/persons/yihui-huang%284b4d1477-5571-419e-95bc-34d580ef9b98%29.html)



**Qinxian Cai** is a Ph.D. Student at the Department of Media and Communication, City University of Hong Kong. His research interests include strategic communication, crisis management, risk and health communication.

Contact: cenric97@gmail.com

Web: [https://scholars.cityu.edu.hk/en/persons/qinxian-cai(61074e6d-3866-4ccf-a413-63142af91ac0).html](https://scholars.cityu.edu.hk/en/persons/qinxian-cai%2861074e6d-3866-4ccf-a413-63142af91ac0%29.html)

**Featured Regular Issue Article**

**“Should I negotiate?” A model of negotiation initiation considering psychological person-environment transactions.**

*Authors: Julia A.M. Reif & Felix C. Brodbeck*

Highlights from Reif and Brodbeck’s article include:

* Cognitive considerations of valence, instrumentality, and expectancy also directly influenced people’s decisions to negotiate and did not only function as moderators, as formerly proposed.
* Besides cybernetic and cognitive-motivational elements, we identified further contextual, direct influences on negotiation initiations, that is, the negotiation situation, the negotiation partner, as well as the negotiator’s states and dispositions.
* In addition to their direct effects, these contextual factors (negotiation partner, negotiation situation, negotiator) also had an indirect effect on negotiation initiation by shaping expectancy and instrumentality considerations.
* The resulting transactional model of negotiation initiation shows how individual cognitive considerations are formed by specific contextual influences and further clarifies the role of dispositions in the initiation process of negotiation.



**Felix C. Brodbeck** is Chair of Economic and Organisational Psychology at Ludwig-Maximilians-Universitaet Muenchen, Munich. His research interests include leadership and teamwork in organizations, economic decision-making, and cross-cultural psychology.



**Julia A. M. Reif** is Professor of Economic and Organisational Psychology at the Universitaet der Bundeswehr Muenchen, Neubiberg. She was a postdoctoral scientific staff member and lecturer of Economic and Organisational Psychology at the Ludwig-Maximilians-Universitaet Muenchen, Munich until 2021. Her research interests include the initiation of negotiation, team processes, stress management, and organizational acculturation.