

# SIGNAL



International  
Association for  
Conflict  
Management

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## Second IACM International Conference Update

Many of us are currently making plans in anticipation of our upcoming conference June 11-14, at the University of Georgia. As you make your plans please be aware of the following:

The Second Conference of the International Association for Conflict Management will be held at the Georgia Center for Continuing Education on the University of Georgia campus in Athens, Georgia. The center has meeting rooms, sleeping accommodations, a reference library, a gift shop, and eating facilities (coffee shop, dining room, and banquet rooms) all under one roof.

### Registration:

If you have not already done so, please mail in your registration to the address below.

#### Rates:

- A. IACM Members
  - Regular – U.S. \$65.00
  - Students – \$55.00
- B. Nonmembers
  - Professionals – U.S. \$75.00
  - Students – \$65.00

Send your name, address, phone number and check to:

Dr. M.A. Rahim  
IACM Program Chair  
Department of Management and Marketing  
Western Kentucky University  
Bowling Green, KY 42101  
USA

#### Note:

- All registrants will receive:
  - Conference Proceedings
  - Conference Program
  - Refreshments (June 12-14)
  - Lunch (June 12)
  - Dinner (June 13)
  - Lunch (June 14)

### Housing:

Hotel rooms at the Georgia Center are furnished with twin beds, study desks, private bath, telephone, and television. The room rate is \$38.00 per day plus tax/single room occupancy, or \$45.00 per day plus tax/double room occupancy. While double room occupancy is possible, neither the Georgia Center nor the IACM can assume responsibility for finding and assigning roommates. Please advise the Center Hotel whether and with whom you will share your room. When only one person occupies the hotel

room, the single occupancy rate will be charged. To make your arrangements, call (404) 542-6364 between 8:00 a.m. and 5:00 p.m. Monday through Friday or write:

Georgia Center for Continuing Education  
The University of Georgia  
Athens, GA 30602

Those wishing to stay at local motels in the Athens area are asked to make their own arrangements.

### Transportation and Parking:

For those traveling by plane, the Hartsfield International Airport in Atlanta and Athens Clarke County Airport offer convenient services. Although there is no air service between Atlanta and Athens, ground transportation between the two cities is available including shuttles, busses, etc. The Athens Clarke County Airport offers commuter flights to and from Charlotte, North Carolina. For those traveling by automobile, Athens can be reached by U.S. highways 29, 78, 129, and 441. The Georgia Center is located on Lumpkin Street near the University of Georgia Coliseum. Parking for conference guests is reserved in the South Campus Parking Deck, which is located beside the Georgia Center on Lumpkin Street. Rates range from \$.50 for the first 2 hours to \$2.00 for each 24-hour period parked. The deck is staffed and open around the clock.

### Exhibits:

One of the conference rooms at the Georgia Center will be available for displaying any books, instruments, etc. that members have published. If you have any materials that you would like to display, please send the list of titles for registration to the address below and bring the publications with you to the conference.

Steve Musser  
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## Thomas Saaty to be Keynote Speaker at Second IACM Conference.

In addition to the excellent symposia and paper sessions offered this year at the IACM conference, attendees will be treated to a keynote address by Thomas Saaty, Mathematics Professor with the Joseph M. Katz Graduate School of Business at the University of Pittsburgh. After earning a Ph.D. at Yale, Professor Saaty did postdoctoral work at the University of Paris and taught at the Wharton School of Business before joining the faculty at Pitt in 1979. He is associated with no less than seven academic disciplines there, including business, mathematics,

industrial engineering, philosophy of science, sociology, international security, and public and international affairs while publishing a score of books on wide-ranging topics. (Interacting successfully with such an assortment of academic minds should by itself qualify him as a conflict "expert.")

Professor Saaty has made a considerable impact in the conflict area through the development of a computer software program titled *Expert Choice* which enables users to resolve all types of conflicts from how to negotiate with terrorists to where to take your next vacation. *Expert Choice* has been used all over the globe and has influenced new energy technologies, national transportation, terrorist negotiations, and health-care management. Saaty's book *Decision Making for Leaders* has been translated into French, Russian, and Chinese. The Japanese have come to Pitt to study Professor Saaty's methods in person. His latest research focuses on conflict resolution and nuclear disarmament. Saaty's recent book, *Mathematics of Arms Control*, is under study by experts both in the U.S. and the Soviet Union.

## IACM Voting Results

We want to thank all of you who took the time and effort to complete and mail in your votes on the future location and timing of the Third IACM Conference. The voting on location produced a 2 to 1 vote for Vancouver over Nashville. The voting on an annual versus bi-annual conference was much closer. The results are listed below:

<b>Annual</b>	<b>Bi-annual</b>	<b>No preference</b>
34	29	3

## Announcements

### Fund for Research on Dispute Resolution (FRDR)

The Fund for Research on Dispute Resolution, an independent research fund affiliated with the National Institute for Dispute Resolution, has announced a request for proposals for studies in cycles, totaling approximately \$750,000-\$800,000 each year. The next deadlines for submission of concept papers are March 15, 1989, and September 15, 1989.

The fund will support a broad range of research that connects the study of disputing and dispute handling to social, psychological, economic, political or legal theory, and which seeks to promote understanding of the conditions under which individuals, groups and organizations do or do not express grievances and become involved in disputes. The Fund hopes to support research that examines how different patterns of disputing and dispute handling affect the rights of disputants and others, how they enhance or diminish opportunities

for democratic participation and how they speak to the needs of powerless or "at-risk" groups. The Fund seeks to begin exploration of these questions and to move beyond program-driven evaluation. It encourages researchers to engage in critical examination of disputing and dispute handling and will support studies that are both theoretically grounded and socially useful.

For a copy of the program announcement and the request for proposal, write The Fund for Research on Dispute Resolution, 1901 L Street, N.W., Suite 600, Washington, DC 20036. For more information regarding the program and application process contact The Fund for Research on Dispute Resolution at the same address (tel. (202) 785-4637).

### FRDR Awards First Research Grants

The Fund for Research on Dispute Resolution has awarded its first round of research grants totalling approximately \$315,500 and supplemented by an additional \$250,000 in contributions from universities and foundations. The six grant projects explore dispute resolution issues in family and community mediation, in health care, in workplace grievances and in securities arbitration and litigation.

The Fund, supported by the Ford Foundation, expects to award approximately \$2.8 million in grants during the next three years on a semi-annual competitive basis. For further information regarding the 1989 grants program, contact The Fund for Research on Dispute Resolution, 1901 L Street, N.W., Suite 600, Washington, DC 20036, (202) 785-4637.

### Praeger Releases Book from First IACM Conference

It may have seemed like a long time in coming, but Praeger Publishers released the book based on papers from the last IACM conference in January. The book, titled *Managing Conflict: An Interdisciplinary Approach*, is 360 pp. and costs \$49.95. The volume is divided into five major sections, each addressing a particular aspect of conflict management. In Part One, the contributors look at organizational conflict, examining issues such as interpersonal conflict on the job, the nature of destructive criticism, and different styles of handling conflict. The second section addresses the critical relationship between communication and conflict with separate chapters devoted to communications theory, divorce mediation, the role of argumentation in bargaining, and strategies. Subsequent sections discuss negotiation and mediation, while the final section provides an integrated perspective on conflict management theory and practice. Each section begins with an introductory essay that sets the following papers in context, making this an ideal set of readings for courses in organizational behavior, resource management, and communications.

## Kellogg Working Papers

The Dispute Resolution Research Center of Northwestern's J.L. Kellogg Graduate School of Management is making a series of 35 working papers available at a cost of \$2.00 each. The papers cover a broad range of negotiation, mediation, and conflict issues. To receive a list of these papers please write to:

The Dispute Resolution Center  
J.L. Kellogg Graduate School of Management  
Northwestern University  
Evanston, IL 60208-2011

Also available from The Dispute Resolution Center at the address above is a manual on teaching negotiations at a cost of \$10.00. The manual will be spiral bound and will include the following:

1. El Tek – a quantified integrative negotiation exercise set within a firm. Max Bazerman and Jeanne Brett
2. Comparative Advertising – iterated Prisoner's Dilemma. Decision is whether or not to advertise. Len Greenhalgh and Max Bazerman
3. Amanda Project – manager-as-a-third party set within a corporation. High emotional content. Jeanne Brett and Rekha Karambayya
4. Social Services – a coalition exercise in the not-for-profit sector. Based on Howard Raiffa's coalition game (The Art and Science of Negotiation, pp. 257-274.) Max Bazerman
5. Five applied game theory cases: Sargasso Shelf (the winner's curse); Bialystok and Associates (multiple and correlated equilibria and mediation in games); Stonecraft Account (illustrates problems of moral hazard, adverse selection and the utility of mediation); Pagemaster Corporation (role of informational incentive constraints). Roger Myerson
6. Negotiating a Job Offer – a quantified, multi-issue integrative negotiation exercise. Maggie Neale and Robin Pinkley
7. Southern Electric Company – a union-management grievance mediation simulation. Steve Goldberg
8. Carter Racing – an intra-organizational negotiations perspective on the Challenger disaster case. Case: Jack Brittain and Sim Sitkin. Teaching note: Maggie Neale
9. Zephyr – an intra-firm coalition exercise that deals with social dilemmas. Beta Mannix

## The International Journal of Conflict Management

In the last issue of the *Signal* we announced the creation of a new conflict journal by one of our members (Afzal Rahim). Here is some additional information.

This quarterly journal will publish original empirical and conceptual articles, case studies, book reviews, role-playing exercises, and teaching notes in the following areas:

1. Organizational conflict
2. Negotiation and bargaining
3. Peace
4. International conflict
5. Mediation
6. Arbitration
7. Communication and conflict
8. Public sector conflict

The journal will be published in January, April, July, and October. The first issue of this journal will appear in January 1990. Manuscripts must be prepared according to the latest edition of the *Publication Manual of the American Psychological Association* and will be reviewed by double-blind review process. Four copies of the manuscripts and requests for other details may be addressed to the Editor.

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## New Releases from NTL

The two new releases from NTL listed below can be obtained from:

Publications Department  
NTL Institute  
1240 N. Pitt Street, Suite 100  
Alexandria, VA 22314-1403  
(703) 548-1500

### *Training Theory and Practice*

Edited by W. Brendan Reddy, Ph.D. and Clenard C. "Chip" Henderson, Jr.

300 pages, \$19.00

Copublished by NTL Institute for Applied Behavioral Science and University Associates

*Training Theory and Practice* presents the latest ideas of NTL Institute trainers and associates on theory and practice of human relations training. Professional and would-be trainers alike will find the book's 25 articles – nearly all published for the first time here – a valuable source of information on perspectives on training, the development and training of trainers, theories and dynamics of small groups, tools and techniques for training, and issues of cultural awareness.

The following is a sample of the articles included in *Training Theory and Practice*:

- “Game, Schmame! What Have I Learned?”
- “Health, Stress, and the Trainer”
- “Using a Stage Theory Model to Understand and Manage Transitions in Group Dynamics”
- “Designing and Running Training Events: Rules of Thumb for Trainers”
- “Role Analysis Group: Integrating and Applying Workshop Learning”
- “Cross-Cultural Training: A Multicultural, Pluralistic Approach”

### *Team Building* *Blueprints for Productivity and Satisfaction*

Edited by W. Brendan Reddy with Kaleel Jamison  
Paperback \$19.00, Cloth \$29.00  
200 pages  
Published June 1988  
Copublished by NTL Institute for Applied Behavioral Science and University Associates

Managers recognize the importance of quick responses to crises, thoughtful planning, and the full use of human resources in solving complex problems. Developing and using the individual, interpersonal, and group skills required to produce a creative, wise, efficient, productive, and satisfying team is difficult at best.

*Team Building* is a response to this challenge. While many types of training intervention have become passe, team building – in a variety of forms – has evolved into a frequent “intervention of choice.”

This book was developed out of a need to examine what is currently occurring in this popular field. It is written by experts in the field of team building and addresses a wide variety of team-building issues and dynamics. The five major sections are fundamentals, theory and dynamics, applications, clients and consultants, and multi-culturalism. The topics covered include the following:

- Components of the team-building process
- Case Studies
- Design of team-building interventions
- Theory and dynamics of team building
- Models for team building and group dynamics
- Illusions in team building
- Team building as group development
- The American versus Japanese approach
- Team disalignment
- Fragmentation of functional groups

- Composing voluntary system teams
- The manager's pivotal role
- Avoiding pitfalls with consultants
- Socialization of the newcomer
- Multifunctional work teams

### MTI Publications

*Managing Differences*  
*How to Build Better Relationships at Work and Home*

by Daniel Dana, Ph.D.  
(1989, 182 pages, ISBN 0-9621534-X)  
\$10.45 (S)  
\$17.45 (H)

This easy-to-read book describes a practical, effective, easy-to-use method to turn interpersonal conflict into interpersonal peace – in the family and in the workplace. An internationally recognized authority (the originator of *Managerial Mediation*), the author draws upon a career of professional practice and university teaching to offer this revolutionary new concept to all who have a personal or professional interest in dispute resolution.

Send payment to MTI Publications, PO Box 6261, Wolcott, CT 06716, USA

### Author Alert

MTI Publications (“Resources for the mediation field”) seeks books and other mediation-related products to distribute to this rapidly growing field. Authors and publishers may send review copies to MTI Publications, Dept L-1, 23 Buckland Station, P.O. Box 6261, Wolcott, CT 06716

### Arbitration Day 1989

#### **New York City, April 14, 1989**

The AAA will present the 13th annual Arbitration Day at the New York Hilton on Friday, April 14. Arbitration Day is a major educational event that draws more than 1,200 advocates and arbitrators from the tri-state area.

Dispute resolution in specialized areas will be examined in concurrent morning seminars. More than 70 experts will speak and lead discussion groups on the following topics:

- Banking
- Commercial Arbitrator Training
- Computer Disputes
- Construction
- Consumer Disputes
- International Trade
- Insurance
- Maritime
- Negotiations Training
- Private Sector Labor Relations
- Securities
- Textiles

The AAA is pleased to have the support and cosponsorship of many national and local trade and industrial groups. These organizations are instrumental in assisting the Association in its promotional efforts. The fee for the conference is \$90.00, which includes the luncheon. For further information, write or call: Arbitration Day '89, AAA, 140 West 51st Street, New York, NY 10020-1203, (212) 484-3233.

## If You're Interested!

We thought it would be interesting to find out which articles or books were quoted the most frequently in the chapters of the book *Managing Conflict: An Interdisciplinary Approach* produced from the papers of the First IACM Conference (listed earlier). To the left is the number of chapters in the book that quoted the sources listed.

- 10 Chapters – Thomas, K.W. (1976). Conflict and conflict management. In M.D. Dunette (Ed), *Handbook of Industrial & Organizational Psychology*, (pp. 889-936). Chicago: Rand McNally.
- 8 Chapters – Walton, R.E. and McKersie R.B. (1965). *A Behavioral Theory of Labor Negotiations: An Analysis of a Social Interaction System*. New York: McGraw-Hill
- 7 Chapters – Rubin, J.Z. and Brown, B.R. (1975). *The Social Psychology of Bargaining and Negotiation*. New York: Academic Press.
- 6 Chapters – Rahim, M.A. (1986a). *Managing Conflict in Organizations*. New York: Praeger Publishers.
- 6 Chapters – Deutsch, M. (1973). *The Resolution of Conflict: (Constructive & Destructive Processes)*. New Haven, CT: Yale.
- 5 Chapters – Blake, R.R. and Mouton, J.S. (1964). *The Managerial Grid*. Houston: Gulf.
- 4 Chapters – Lax, D.A. and Sebenius, J.K. (1986). *The Manager as Negotiator*. New York: Free Press.
- 4 Chapters – Pruitt, D.G. (1981). *Negotiation Behavior*. New York: Academic Press.
- 4 Chapters – Raiffa, H. (1982). *The Art and Science of Negotiation*. Cambridge: Harvard University Press.
- 4 Chapters – Simkin, W.E. (1971). *Mediation and the Dynamics of Collective Bargaining*. Washington D.C. Bureau of National Affairs.
- 4 Chapters – Tjosvold, D. (1985). Implications of Controversy Research for Management. *Journal of Management II* (pp.19-35).