

McKersie Receives Third Life Achieve- ment Award

by Evert van de Vliert

Professor Robert B. McKersie from MIT, who holds the Society of Sloan Fellows Professorship, will participate in the eighth International Association for Conflict Management (IACM) conference in Denmark as the third recipient of the IACM's Life Time Achievement Award. Dr. McKersie joins a distinguished group—the first and second Life Time Achievement Awards went to Morton Deutsch and Robert R. Blake. Our third laureate was selected from a list of nominees by the following awards committee: Linda Putnam (IACM President at that time), Dean Tjosvold, Past President, and Evert Van de Vliert (President-Elect at that time).

The Awards committee had three reasons for its decision. First, Professor McKersie's distinguished career in the area of labor negotiations and Industrial Relations warranted recognition. Second, Dr. McKersie's writings have had a significant influence on both

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1995 IACM Conference Program Shaping Up

by Laurie Weingart, Program Co-Chair

Plan to attend the International Association for Conflict Management (IACM) conference, June 11-14, 1995, in Helsingor, Denmark! We are looking forward to an exciting program for the 1995 IACM meetings. Over 80 individual papers will be presented in paper and poster sessions with several interesting symposia filling out the program. All content areas are well represented, with an emphasis on "Organizational Conflict," "Negotiation," and "Culture and Conflict." Participants will be coming from all over the globe, including Israel, Cameroon, Nigeria, Europe, and North America.

The Program Committee has scheduled several special events that we would like to highlight. We begin the conference on Sunday, June 11th, with a Welcome Reception and Presidential Address given by Evert van de Vliert. In addition, a tour of the Tivoli Gardens will be available during the afternoon.

On Monday, I. William Zartman of Johns Hopkins University (see related article) will give the Keynote Address on International Negotiations. Come and appreciate the insights this learned scholar.

Also on Monday, two special events are scheduled. The first is a Roundtable Discussion on "Environmental Conflict: Current Issues and Remedies" chaired by Sanda Kaufman of Cleveland State University. Participants in this Roundtable Discussion will include: Jo Butler (UNFCCC), Michael Elliott (Georgia Institute of Technology), Volker Linneweber (Potsdam Institute for Climate Research), Rosemary Sanford (Harvard Law School), and Deborah Shmueli (University of Haifa).

The second event is a symposium on "Flexibility in International Negotiation and Mediation." This special symposium will be chaired by Daniel Druckman (George Mason University and the National Research Council). Participants will include: Peg Hermann (Ohio State University), Terry Hopmann (Brown University), Charles Kegley (University of South Carolina), Dean Pruitt (State University of New York at Buffalo), Gregory Raymond, and Dennis Sandole (George Mason University).

An All-Conference Symposium on "Conflict and Culture" will highlight Tuesday's schedule. Organized by Chris McCusker (Yale School of Management), participants will include: Jeanne Brett (Northwestern University), Olivier Faure (Sorbonne University), Jeffrey Rubin (Tufts University), Jim Wall (University of

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The President's Corner

by Evert van de Vliert, IACM President

Although I am not a Flying Dutchman, I have survived the recent local flooding. A tremendous relief? Here are two features of this almost-disaster that the Cable News Network (CNN) did not note. First only 2% of the Dutch population was in danger from the flooding. Second, when most evacuees were allowed to return to their homes on a Sunday [to begin the clean-up process] most did not want to because, "Thou shalt not work on the Sabbath Day."

Judging from their accomplishments so far, our External Network Committee (Linda Putnam, Dean Pruitt, Debbie Kolb) has adopted a norm of working hard any time. The committee has compiled a list of 84 organizations that appear to have an international focus and some attention to scholarly interests. Linda, Dean, and Debbie are currently comparing this list to their criteria and then ranking the ten organizations with which the IACM should begin to build closer relations. Next, they will isolate three or four of them for joint future activities such as this year's collaboration with the Ethnic Studies Network. We will keep you posted as we go through this process.

Deanna Womack, Christel Rutte, and Russel Leng have produced a list of Publication Award Nominations. Recall that Betsy Wesman (Chair), Ray Friedman, and Robin Pinkley will decide on the best Article/Book Chapter Award. The decision about the Outstanding 1993-1994 Applied Book Award will be made by Trish Jones (Chair, replacing Joe Folger), Morton Deutsch, and Willem Mastenbroek. As you will have gathered from the ballot that you received, the Election Nominations Committee chaired by Jim Wall (members: Don Conlon and Martin Euwema) has selected two candidates for President-Elect and four candidates for Board Members-At-Large (please see related article). Come to the Business Meeting on June 13th in Lo-Skolen to learn more about the declaration of the poll (and to experience the amazing surroundings and other joys of Scandinavia).

Talking about Lo-Skolen, Søren Viemose assisted by Jette Andersen and Lone Retoft, as well as the Co-Program Chairs Carsten de Dreu, Laurie Weingart (for IACM) and Valerie Morgan (for ESN), are continuously working very hard to make the upcoming conference a most stimulating and rewarding experience. It is bound to be exciting! The members of this team are motivated to help solve your problems with all aspects of Local Arrangements and the Conference Program. If you have any general questions, suggestions, or even complaints regarding our IACM, please contact me at the Department of Social and Organizational Psychology, University of Groningen, Grote Kruisstraat 2/1, 9712 TS Groningen, THE NETHERLANDS. Telephone +31 50 63 63 86, Fax: +31 50 63 63 04, E-mail: e.van.de.vliert@ppsw.rug.nl. ☐

Have you Booked your Flight for Denmark?

If you haven't made arrangements to attend the IACM conference in Helsingør (near Copenhagen), Denmark, do so now! You should have received registration materials; if you did not receive these, use the pullout sheet in this issue of *Signal* or contact Søren Viemose, Local Arrangements Chair, Amphion Consultants, Sdr. Fasanvej 10 st., DK-2000, Frederiksberg, DENMARK, Tel: +45 38 88 49 49, Fax: +45 38 88 08 75.

The conference will be held at Lo-Skolen, a union-owned conference center which offers numerous amenities, including accommodations.

For those planning an extended visit to Europe, Helsingør is in an ideal location. It is close to the castle that inspired Shakespeare's famous play, *Hamlet*. It is just a ferry boat ride away from Sweden, and a short train ride from other European countries.

Also, starting June 19, a Social Dilemmas Conference will be held in The Hague, The Netherlands. So you could attend the IACM conference, spend a few days sight-seeing, and then attend the Social Dilemmas Conference. For more information about that meeting, contact Dr. Wim Liebrand, SWI, University of Groningen, Grote Rozenstraat 15, 9712 TG, THE NETHERLANDS. ☐

Zartman to Give Keynote Address

by William Ross

I. William Zartman will deliver a Keynote Address on International Conflict Management at the International Association for Conflict Management (IACM) conference in Lo-Skolen, Helsingor, Denmark. Dr. Zartman comes to us well qualified to speak about this topic. He has had a distinguished career in this field and is currently the Jacob Blaustein Professor of International Organization and Conflict Resolution at the Nitze School of Advanced International Studies at John Hopkins University.

He has authored and coauthored several books in the fields of conflict management, negotiation, and international relations. Among his works are the following: *The Practical Negotiator* (1982), *Ripe for Resolution: Conflict and Intervention in Africa* (1985), *International Mediation in Theory and Practice* (1985; coeditor) and *Positive Sum: Improving North-South Negotiations* (1987).

Dr. Zartman has also authored and coauthored numerous articles and book chapters on international conflict. A sampling of his recent works includes the following: "International Environmental Negotiation: Challenges for Analysis and Practice" *Negotiation Journal* (1992), "The structure of negotiations" in *International Negotiation, Analysis, Approach, Issues* (1991, V. Kremenjuk, Ed.), "Negotiating from Asymmetry" *Negotiation Journal* (1985), and "Negotiations: Theory and Reality" in *International Negotiations: Art and Science* (1984, D. B. Bendahmane & J. W. McDonald, Jr., Eds.).

With such an impressive publication record, it is easy to see why Dr. Zartman was invited to address the IACM; it is indeed, an honor to have him come to our conference. Please plan to attend his Keynote Address. ▣

Fun things to do when in Denmark...

Believe it or not, Denmark has other things to offer besides the unique intellectual stimulation of the IACM conference. This historic "kingdom by the sea" offers a variety of activities and sight-seeing locations. Here are just a few that you may want to visit en route to the IACM conference.

Ålborg. "Europe's cleanest city" offers over 200 pubs and restaurants. Visit the Viking settlements at nearby Lindholm Høje.

Århus. Denmark's second-largest city features an open-air museum with sixty original furnished houses and other buildings from the 17th century. Not old enough for your historical tastes? Then visit the Prehistoric Museum, where you can discover 2000 years of Danish history.

Copenhagen. Denmark's largest city is actually located on an island. Its highlights include the National Museum (featuring both historical and art exhibits), Christianborg Palace (official palace of Danish Kings throughout the Middle Ages), the Royal Theatre, Tivoli Gardens (featuring one of the most famous amusement parks), and the Little Mermaid statue. Or you might visit Strøget, a pedestrian boulevard where you are bound to find an outdoor café for relaxation or "people-watching" by day and perhaps a jazz club for people-watching by night.

Hillerød. Be sure to visit historic Frederiksborg Castle, complete with a moat and surrounding park. Music concerts are performed in the Chapel during the Summer.

Odense. Native city of Hans Christian Andersen. His house is now a museum that you can visit and see his manuscripts.

Roskilde. The "Spiritual Capital" of Denmark, where Bishop Absalon built the Roskilde Cathedral in 1170. Here, you will also discover the Viking Ship Museum, which contains ships dating back 1000 years.

For more information about Denmark, call the Danish Tourist Board of New York City USA. Tel: (212) 949-2333. ▣

Signal is published twice yearly by the International Association for Conflict Management. Please send contributions to William H. Ross, Ph.D., Editor, Department of Management, University of Wisconsin at La Crosse, 1725 State Street, La Crosse, WI 54601, USA. Tel: (608) 785-8450. Fax: (608) 785-6700. Internet e-mail: rosscba@uwlax.edu.

Preparation of this issue was accomplished with the assistance of Tammy Brunette, *Signal* intern, Michelle Johnson, and Kristin Larson. The technical assistance of Christian Cook of Simply Graphics, West Salem, Wisconsin is also deeply appreciated.

New Publications by IACM Members

The following publications appeared in print between June, 1994 and December, 1994:

- Baron, J., & Ritov, I.** (Sept., 1994). Reference points and omission bias. *Organizational Behavior and Human Decision Processes*, 59, 475-498.
- Begin, J.P.** (Summer, 1994). The origins and evolution of the field of Industrial Relations in the United States: A review essay. *Journal of Labor Research*, 15, 295-307.
- Conlon, D.E., Carnevale, P.J.D., & Ross, W.H., Jr.** (June, 1994). The influence of third party power and suggestions on negotiation: The surface value of a compromise. *Journal of Applied Social Psychology*, 24, 1084-1113.
- de Dreu, C.K.W., Carnevale, P.J.D., Emans, B.J.M., & van de Vliert, E.** (Oct., 1994). Effects of gain-loss frames in negotiation: Loss aversion, mismatching, and frame adoption. *Organizational Behavior and Human Decision Processes*, 60, 90-107.
- Feuille, P., & Kolb, D.M.** (July, 1994). Waiting in the wings: Mediation's role in grievance resolution. *Negotiation Journal*, 10, 249-264.
- Friedman, R. A.** (July, 1994). Missing ingredients in mutual gains bargaining theory. *Negotiation Journal*, 10, 265-280.
- Fobian, C.S., & Christensen-Szalanski, J.J.** (Oct., 1994). Settling liability disputes: The effects of asymmetric levels of ambiguity on negotiations. *Organizational Behavior and Human Decision Processes*, 60, 108-138.
- Gray, B.** (1994). The gender-based foundations of negotiation theory. In R.J. Lewicki, B.H. Sheppard, & R. Bies (Eds.) *Research on Negotiation in Organizations*, 4, 3-36.
- Greening, D.W., & Gray, B.** (June, 1994). Testing a model of organizational response to social and political issues. *Academy of Management Journal*, 37, 467-498.
- Gregory, R. & Keeney, R. L.** (Aug., 1994). Creating policy alternatives using stakeholder values. *Management Science*, 40, 1035-1048.
- Jehn, K. A.** (July, 1994). Enhancing effectiveness: An investigation of the advantages and disadvantages of value-based intragroup conflict. *International Journal of Conflict Management*, 5, 207-304.
- Kesner, I. F., Shapiro, D. L., & Sharma, A.** (June, 1994). Brokering mergers: An agency theory perspective on the role of representatives. *Academy of Management Journal*, 37, 703-721.
- Kressel, K., Frontera, E.A., Forlenza, S., & Butler, F.** (1994). The settlement-orientation vs. the problem-solving style in custody mediation. *Journal of Social Issues*, 50, 67-84.
- Levinger, G. & Rubin, J. Z.** (July, 1994). Bridges and barriers: To a more general theory of conflict. *Negotiation Journal*, 10, 201-216.
- Lim, R.G.** (Sept., 1994). Eliciting confidence intervals within the context of the revision and weighting model of group consensus judgment. *Organizational Behavior and Human Decision Processes*, 59, 348-370.
- Lind, E.A., Huo, Y.J., & Tyler, T.R.** (June, 1994). ...And Justice for All: Ethnicity, gender, and preferences for dispute resolution procedures. *Law & Human Behavior*, 18, 269-290.
- Mannix, E.A.** (Oct., 1994). Will we meet again? Effects of power, distribution norms, and scope of future interaction in small group negotiation. *The International Journal of Conflict Management*, 5, 343-368.
- Northcraft, G.B., Neale, M.A., & Earley, P.** (1994). Joint effects of assigned goals and training on negotiator performance. *Human Performance*, 7, 257-272.
- Oliver, R.L., Balakrishnan, P.V.S., & Barry, B.** (Nov., 1994). Outcome satisfaction in negotiation: A test of expectancy disconfirmation. *Organizational Behavior and Human Decision Processes*, 60, 252-275.
- Parks, C.D., & Vu, A.D.** (Dec., 1994). Social dilemma behavior of individuals from highly individualist and collectivist cultures. *Journal of Conflict Resolution*, 38, 708-718.
- Potter, R. E., & Beach, L. R.** (Aug., 1994). Imperfect choice in pre-choice screening of options. *Organizational Behavior and Human Decision Processes*, 59, 313-329.
- Pruitt, D.G.** (July, 1994). Negotiation between organizations: A branching chain model. *Negotiation Journal*, 10, 217-230.
- Putnam, L.** (Oct., 1994). Challenging the assumptions of traditional approaches to negotiations. *Negotiation Journal*, 10, 337-346.
- Richardson, D.R., Hammock, G.S., Smith, S.M., & Gardner, W.** (1994). Empathy as a cognitive inhibitor of interpersonal aggression. *Aggressive Behavior*, 20, 275-289.

- Rifkind, L.J., & Harper, L.F. (1994). Conflict management strategies for the equal opportunity difficult person in the sexually harassing workplace. *Public Personnel Management*, 23, 487-500.
- Schwebel, A.I., Gately, D.W., Renner, M.A., & Milburn, T.W. (1994). Divorce mediation: Four models and their assumptions about change in parties' positions. *Mediation Quarterly*, 11, 211-227.
- Shapiro, D.L., & Bies, R.J. (Oct., 1994). Threats, bluffs, and disclaimers in negotiations. *Organizational Behavior and Human Decision Processes*, 60, 14-35.
- Thompson, L., & DeHarpport, T. (June, 1994). Social judgment, feedback, and interpersonal learning in negotiation. *Organizational Behavior and Human Decision Processes*, 59, 327-345.
- Tjosvold, D., & van de Vliert, E. (1994). Applying cooperative and competitive conflict theory to mediation. *Mediation Quarterly*, 11, 303-311.
- Trevino, L., & McCabe, D. (June, 1994). Meta-learning about business ethics: Building honorable business school communities. *Journal of Business Ethics*, 13, 405-416.

Do you have recent (i.e., 1995) publications about which IACM members should know? If so, send an announcement to Dr. William Ross, *Signal* editor, Department of Management, University of Wisconsin, 1725 State Street, La Crosse, WI 54601. Fax: (608) 785-6700 and it can be published in the next issue. Don't be modest; people want to know what you are writing! ☐

Membership Brochures Available

by Tom Fiutak, Executive Officer

Membership Brochures are ready! If you would like a few of these handsome tri-fold brochures to give to colleagues who might like to join the IACM, let me know. We can also supply bundles of the brochures to organizations that want to encourage their members to join the IACM. We know there are many practitioners and scholars with an interest in conflict management who are not yet members. Please use the brochures to encourage them to join!

Please remember: The Humphrey Conflict and Change Center at the University of Minnesota-Twin Cities continues to archive papers from all of the IACM conferences. Therefore, if you are presenting a paper at the 1995 conference (or have papers from previous conferences that have never been archived), please send us a copy of your work. In this way, papers will be available in one location for future use.

For more information about how we can be of assistance, contact us at the Center for Urban and Regional Affairs, 248 Hubert H. Humphrey Conflict and Change Center, University of Minnesota, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046. ☐

Officer Election Results Announced

by Jim Wall, President-Elect

Thank you for participating in this year's officer elections. We had a strong voter turnout, with Carsten de Dreu and Laurie Weingart being elected as new Officer Board members. Congratulations!

In the President-Elect race, the margin was quite close, with Jeff Rubin receiving only five more votes than Trish Jones. It was apparent to the election committee that IACM members have enormous confidence in both candidates' leadership abilities. Therefore, after considering these results, the election committee recommended to the IACM President and Officer Board that Jeff be made President-Elect for the 1995-1996 year and that Trish be named President-Elect for the subsequent year. The President, Evert van de Vliert, concurred and the Board unanimously supported this recommendation. Jeff and Trish also found the arrangement acceptable. Consequently, Jeff and Trish will be serving in these capacities over the next two years, and we all look forward to working with them. ☐

Calls for Papers and Presentations

Books, Journals, etc.

Journal of Market-Focused Management is a multi-disciplinary journal publishing original papers dealing with issues that affect customers and customer satisfaction. For more information, contact Professor Rajiv Grover, Editor-in-Chief, Katz Graduate School of Business, University of Pittsburgh, Pittsburgh, PA 15260 USA. Tel: (412) 648-1520. Fax: (412) 648-1693. e-mail: grover@vms.cis.pitt.edu.

International Journal of Organizational Analysis is soliciting original theoretical and empirical articles dealing with (1) business and society, (2) strategic management, (3) organizational theory, and (4) human resource management. Qualified journal reviewers are also sought. For more information, contact Professor Afzal Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103 USA. e-mail: arahim@delphi.com.

The International Conflict Resolution Centre of the School of Behavioral Sciences, University of Melbourne, Parkville, Victoria AUSTRALIA 3052 is compiling an interdisciplinary bibliography of conflict resolution literature. Please send either copies of your recent papers or their bibliographic citations to the Centre if you want your work included in this bibliography.

The International Journal of Intercultural Relations seeks to advance knowledge and understanding of theory, practice, and research in intergroup and intercultural relations. For more information, contact: Dr. Dan Landis, Editor-in-Chief, Department of Psychology, University of Mississippi, Oxford, MS 38677 USA. Tel: (601) 232-7797. Fax: (601) 232-5077. e-mail: ijiir@umsvm.bitnet.

Conferences:

August 2-5, 1995. Association of Management 13th annual International Conference, Waterfront Hotel, Vancouver, British Columbia CANADA. Please submit papers by **May 15, 1995** to Dr. Jane Q. Bryant, Program Co-Chair, P.O. Box 64841, Virginia Beach, VA 23464-0841 USA.

Sept. 15-17, 1995. Interdisciplinary Doctoral Students of Organizations Conference, University of North Carolina at Chapel Hill, USA. Please submit papers by **May 15, 1995** to Kathryn Schmidt or Theresa Jahng. Tel: (919) 962-2031. Internet e-mail: ukaths1@uncmvs.oit.unc.edu.

Sept. 23-27, 1995. International Association of Public Participation Practitioners Annual Conference, Whistler, British Columbia, CANADA. Papers are sought that deal with (1) procedures involving the public in governmental decisions, (2) the role of the media in public processes, (3) the role of technology, and (4) the role of research in shaping public policy issues debate. Submit papers **as soon as possible** to Dr. Shawn Hawkins, Conference Chairman. Tel: (604) 623-4142. Fax: (604) 623-3937. Internet e-mail: iap3hq@novalink.com.

Oct. 12-14, 1995. Association on Employment Practices and Principles, New Orleans, Louisiana, USA. Papers are sought in the Conflict Management area. Submit papers by **June 17, 1995** to Richard Fitzpatrick, Program Chairman, Dept. of Management, School of Business, Manhattan College, Riverdale, NY 10471. Tel: (718) 920-0221. Fax: (718) 884-0255. Internet e-mail: rfitzpat@mcs2.dis.mancol.edu.

Aug. 16-21, 1996. International Congress of Psychology, Montreal CANADA. For information contact National Research Council of Canada. Tel: (613) 993-9009. Fax: (613) 957-9828. Internet e-mail: confmai@aspm.lan.nrc.ca. ☐

Announcements

La Trobe University, Bundoora AUSTRALIA has begun a graduate degree program in Conflict Resolution. This degree is offered by the School of Law in conjunction with the Institute for Peace Research. For more information contact: Mrs. Marilyn McMahon, School of Law, La Trobe University, Bundoora 3083 AUSTRALIA. Tel: (03) 479-1052. Fax: (03) 479-1607.

Dr Cynthia Chattaway, Dept. of Psychology, York University, Ontario CANADA, is pursuing an investigation of why and how people in different disciplines and cultures collaborate on conflict research. If you are willing to provide information for this project (e.g. why you engaged in collaborative, cross-disciplinary conflict research) please contact her. ☐

Upcoming Conferences

May 9-19, 1995. Third Annual International Conference on Conflict Resolution. Theme: "Sharing Tools for Personal and Global Harmony." St. Petersburg, RUSSIA. Contact: Steve Olweean, Common Bond Institute, 12170 Pine Ayr Drive, Climax, MI 49034 USA. Tel: (616) 665-7785.

May 19-21, 1995. Society for Industrial/Organizational Psychology (SIOP). Orlando, Florida USA: Walt Disney World Hilton. Contact: John K. Kennedy, Jr. 12 Pine Brook Road, Ossining, NY 10562 USA or John W. Fleenor, Center for Creative Leadership, P.O. Box 26300, Greensboro, NC 27438-6300. Tel: (910) 288-7210, Extension 2946.

May 21-23, 1995. Research on Nonviolent Large Systems Change. Williams Bay, WI: George Williams College. Contact: OD Institute, 781 Beta Drive, Suite "K," Cleveland, OH 44143. Tel: (216) 461-4333. Fax: (216) 729-9319.

May 23-25, 1995. Society for Professionals in Dispute Resolution (SPIDR) Environmental/Public Disputes Sector. Theme: "Traditions, Tools, Tomorrow." Chaska, Minnesota USA: Oak Ridge Conference Center. Contact: Greg Bourne or Carl Moore, Conference Co-Chairmen, SPIDR, 815 15th Street NW, Suite 530, Washington, DC 20005 USA.

May 24-25, 1995. Minnesota State Bar Association. Employment Law Institute. Bloomington, Minnesota USA: Radisson Hotel South. Tel: (800) 759-8840.

June 1-2, 1995. Personnel Economics Institute. Theme: "Human Resource Costing and Accounting" (Keynote speaker: John Boudreau). Stockholm, SWEDEN. Contact: Gunilla Persson. Tel: +46 8 162 195. Fax: +46 8 153 054.

June 1-3, 1995. Interdisciplinary Symposium on Employment and Employability for At-Risk Workers. Omaha, Nebraska USA: Creighton University. Contact: John Hollwitz. Tel: (402) 280-2532. e-mail: jcholl@creighton.edu.

June 2-3, 1995. Workshop on Advanced Mediation. St. Paul, Minnesota USA: Hamline University School of Law. Tel: (612) 641-2897.

June 21-23, 1995. Mediation UK Annual Conference. Hiddesdone, Hertfordshire England UK. Contact: Mediation UK 82a Gloucester Road, Bishopton, Bristol BS7 8BN England UK. Tel: 0272-241-234.

June 25-28, 1995. National Council for International Health (NCIH) Conference. Arlington, Virginia USA. Theme: "Violence as a Global Health Issue." This conference seeks to identify causes of violence and prospects for prevention. Contact: NCIH, 1701 K Street NW, Suite 600, Washington, DC 20006. Tel: (202) 833-5903.

June 27-30, 1995. Workshop on Designing Dispute Resolution Systems. Boulder, CO: CDR Associates. Tel: (303) 442-7367. Fax: (303) 442-7442. Other workshops also available—inquire when calling.

July 6-13, 1995. Workshop on Cross-Cultural Mediation. St. Paul, Minnesota USA: Hamline University School of Law. Tel: (612) 641-2897. Other workshops also available—inquire when calling.

July 10-15, 1995. Annual Conference of the Academy of Family Mediators (AFM). Cincinnati, Ohio USA. Contact: AFM, 1500 S. Hwy 100, Suite 355, Golden Valley, MN 55416-1593 USA. Tel: (612) 525-8670. Fax: (612) 525-8725.

July 21-26, 1995. National Association for Mediation in Education (NAME). Theme: "Creating community: Taking conflict resolution to the streets." Seattle, Washington USA: University of Washington at Seattle. Contact: NAME 205 Hampshire House, University of Massachusetts, Amherst, MA 01003-3635 USA. Tel: (413) 545-2462. Fax: (413) 545-4802. e-mail: NAME@acad.umass.edu.

August 10-20, 1995. International School on Disarmament and Research on Conflicts. Theme: "Racism and Ethnic Conflicts." Certosa di Pontignano (Siena), ITALY. Language of conference: English. Contact: Carlo Schaerf, Dept. of Physics, University of Rome "Tor Vergata," Via della Ricerca Scientifica, I-00133 Rome, ITALY. Tel: (+39-6) 7259-4560/1. Fax: (+39-6) 2040-309. e-mail: schaerf@roma2.infn.it

August 14-18, 1995. Workshop on Divorce & Child Custody Mediation. Boulder, CO: CDR Associates. Tel: (303) 442-7367. Fax: (303) 442-7442.

November 9-11, 1995. Business/Economics Teaching Conference. Theme: "Business, Education, and Society: Building Bridges and Networks." Chicago, Illinois USA: Ambassador West Hotel. Contact: Marion Hogenboom, Elmhurst College, 190 Prospect Ave., Elmhurst, IL 60126-3296 USA. Tel: (708) 617-3121. Fax: (708) 617-3742.

November 21-24, 1995. International Congress on Conflict and Development in Adolescence. Gent, BELGIUM. Contact: ICA Congress Secretariat, Dept. of Developmental and Personality Psychology, University of Gent, B-9000 Gent, BELGIUM. Tel: +32 9-233-0813. Fax: +32 9-262-6499. □

Practitioner's Profile:

T. K. Read & GAMA, Inc.

Mediating on the Internet

by T. K. Read

Hello one and all. Please allow me to introduce myself and my company. The "T" stands for Theresa and the "K" for Karem, a family name evidencing my Lebanese heritage. I have a J.D. from the University of Louisville and an L.L.M. (this one may surprise you) in "Litigation" from Emory University. Yes, I did say "litigation."

I became interested in mediation and arbitration when I realized that the majority of court cases settle prior to coming to trial. I did a one-year stint as a judicial law clerk and one of my duties was to keep up with the trial calendar. Between the second and the first week before trial, roughly 75% of my cases would fall off the trial calendar. In the last two or three days before trial another 20% would topple off. It seemed to me to be a tremendous waste of good will, time, energy, and money to not be able to settle these cases sooner—before relations were irreparably damaged. My own personal experience as a litigator has since revealed that in those cases where litigation is actually filed, it is not because the parties no longer desired settlement, but because communication had broken down. Mediation can often bridge this communication gap.

My interest in mediation (which promotes voluntary settlement) and arbitration (where a third party holds a hearing and then issues a binding ruling) were reinforced approximately three years ago when I began practicing construction law. The construction industry offers many good examples of companies using Alternative Dispute Resolution (ADR) to resolve their differences and to allow them to preserve their business relationships. Thus, the construction industry provides a good role model to other industrial sectors of the successful use of ADR on an industry-wide basis.

When I became interested in the Internet about a year ago, it was a natural step to tie my two interests together—mediation and electronic communications. Hence, GAMA, the Global Arbitration Mediation Association, Inc., was born this past February. GAMA is the world's first wholly on-line arbitration and mediation forum and as such is experimental, evolving, and, (some say) a little before its time.

I am wagering GAMA's success on two personal predictions regarding the effect of the Internet on society. First, I believe that the Internet is going to change society's expectations of how business is conducted, much like the telephone and fax machines. When the fax machine first appeared it was seen as an interesting gadget but not essential. Now, most businesses find they cannot do without one; even a few courts are allowing the fax filing of documents. In a similar way, I believe the Internet will soon become as essential to the office as the fax and will further serve to speed up the rate of business.

Second, the Internet is going to shrink the global market so that a wide open, world market will become a reality for small businesses as well as large, multinational corporations. Joe in Montana will buy T-shirts from Kim in China, etc. In my opinion, the Internet will lead the rebirth of "mom and pop" businesses who will be doing business on a global basis, but will not be able to afford an international lawyer. Also, wherever there is business, there will be business disputes. These may be amenable to mediation.

So when you combine an increased speed in commercial transactions with an increase in the global market, you have a situation where a lot of small businesses with disputes discover that they cannot afford international attorneys and would like to continue doing business if they could just reach a reasonable understanding with their supplier or customer (e.g., "How exactly should Clause #13 in our sales contract be interpreted?"). This is the market that GAMA is aimed at. GAMA seeks to mediate and arbitrate disputes using the Internet as the medium of choice for communications.

GAMA requires that all documents be filed by Internet electronic mail (e-mail) with us and served by e-mail upon the other side. Further, e-mail is the encouraged communication mechanism for all administrative matters. In the arbitration section, there is a Small Claims division for disputes having claims that total under \$25,000.00. The Small Claims division provides an expedited hearing process, but no choice is given as to the neutral, who is assigned by GAMA.

For larger cases, disputants are allowed input into the selection of the neutral, and have more complicated hearing procedures. They are permitted to submit videotaped testimony of important witnesses. After a "discovery" period and briefing, a hearing is held, via conference calling. Additionally, a traditional face-to-face hearing is also allowed if both sides agree.

Electronic Signals

E-Mail List for International Business Students Created

If you teach International Business, you might want to encourage your students to join a new listserv, called IBC-L (which stands for "International Business Classroom Listserver"). IBC-L serves as a forum for discussion among students from various countries worldwide. To subscribe, send an internet e-mail message to: listserv@lehigh.edu. Leave the "subject" line blank. The one-line message should read, "Subscribe ibc-l *Your first name Your last name.*" For more information, contact Doug Moesel, Lehigh University. Internet e-mail: ddm2@lehigh.edu.

UK Industrial Relations Group Forms

Interested in Labour-Management Relations in the UK? Then you may want to join this new listserv. To subscribe, send an internet e-mail message to: mailbase@mailbase.ac.uk. Leave the "subject" line blank. The one-line message should read, "join industrial-relations-research *Your first name Your last name.*" For more information, contact Donal Hanna, Mailbase, University Computing Service, Newcastle University, Newcastle Upon Tyne, UK, NE1 7RU. Tel: 0191-222-8080. Internet e-mail: donal.hanna@newcastle.ac.uk.

Organizational Issues Clearinghouse Created

This interdisciplinary listserv provides a forum for calls for papers and announcements related to organizational issues. To subscribe, send an internet e-mail message to: listproc@ursus.jun.alaska.edu. Leave the "subject" line blank. The one-line message should read, "Subscribe oic *Your first name Your last name.*" For more information, contact Marc David Seidel, University of California at Berkeley. Internet e-mail: mdseidel@cmsa.berkeley.edu. □

Practitioner's Profile... from page 8

As the Internet develops, it is GAMA's aim to take advantage of every new application, keeping flexibility a primary concern. Consequently, as the Internet grows, I hope that GAMA will experience a corresponding development, as we assist those with disputes. Note that as a new type of arbitration and mediation forum we welcome input from our colleagues and encourage you to send us your ideas (via e-mail). Also, we are constantly looking for computer literate folks with subject matter expertise and mediation and/or arbitration experience to join our panel.

Please visit us at our home page: <http://www.gama.com> where GAMA's Rules of Arbitration and Mediation are located. Alternatively, you can send e-mail to: tkread@mindspring.com. I look forward to hearing from you soon! □

Signals on the Horizon

By Jim Wall, President-Elect and Betsy Wesman, Local Arrangements Coordinator.

The 1996 Annual Meeting for the IACM will be held in Ithaca, New York USA, on June 2-5. Betsy Wesman – who is our lady-on-the-scene – has already made the initial arrangements. We'll be housed in the Statler Hotel, an on-campus hotel operated by the Cornell University School of Hotel Administration. The hotel has 120 rooms, which should be sufficient for our needs; all rooms are reasonably priced.

In addition, the conference facilities are more than adequate for the rigors of an IACM conference, with breakout rooms, a ballroom, and an amphitheater. There is complimentary van service from the airport. Corning Glass Works is available for tours and several wineries are nearby. Some local publicity states, "Cornell University is truly a walker's campus. Bring comfortable walking shoes to explore the 745 acres. Walk around Beebe Lake, stroll in the Cornell Plantation, or visit Cascadilla Creek or Fall Creek gorges. Summer in Ithaca is beautiful with warm days and cool evenings. Casual clothing is in order, with a sweater or light jacket for evening."

In short, Cornell University in Ithaca, New York is a great location for a conference! Plan now to attend the IACM conference there in 1996. We hope to see you there! □

IACM Members Identify Influential Books

In the last issue of *Signal*, members identified the books that most influenced their decision to work in the area of conflict management and most influenced their thinking within this field. We received numerous responses—too numerous, in fact, to print them all in one issue. Therefore, we are continuing to print responses that we received, as told by our members in their own words, with only enough editing to put all of the responses in a similar format. [Note: Because these are printed as given, I do not verify the accuracy or completeness of the publication information]. You will probably marvel at the diversity of titles mentioned—our members come from a wide range of disciplines! Hopefully, you will discover in this list a few books that you will want to explore. Thanks to all who participated in this “nonscientific survey.” Happy reading! –The Editor

“The books that were most influential to me:

- (1) Deutsch, M. (1973). *The Resolution of Conflict*. New Haven, CT: Yale University Press.
- (2) Pruitt, D. G., & Rubin, D. Z. (1986). *Social Conflict: Escalation, Stalemate, and Settlement*. NY: Random House.
- (3) Fisher, R. J. (1990). *The Social Psychology of Intergroup and International Conflict Resolution*. Berlin: Springer-Verlag.

All of these books introduced me to the field of social conflict and conflict management and the need to consider more interdisciplinary, multimodal approaches to their escalation and resolution.”

Paul V. Olzak, State University of New York at Genesco, USA.

“The following influenced my decision to study conflict management and mediation:

- (1) Walton, R. & McKersie, R. (1965). *A Behavioral Theory of Labor Negotiations*. NY: McGraw-Hill. This classic shaped the way that I look at negotiation processes.
- (2) Rubin, J., & Brown, B. (1975). *The Social Psychology of Bargaining and Negotiation*. NY: Academic Press. This is a marvelously extensive review and synthesis of the bargaining research done to this time. It is also an extensive elaboration on Walton & McKersie’s ‘attitude structuring’ negotiation process.
- (3) Simkin, W. E. (1971). *Mediation and the Dynamics of Collective Bargaining*. Washington: BNA Books. This book is part text and part autobiographical reflection of a director of the Federal Mediation and Conciliation Service. It has been updated (Simkin & Fidandis, 1986) and provides an introduction to mediation practice.
- (4) *The Bible*. Various publishers. For me, this provides my motivation for mediation research (e.g., Jesus Christ taught, ‘blessed be the peacemakers’), insight into human nature, and corroboration of research about effective conflict management strategies (e.g., ‘face-saving’ through private discussion as a first step is suggested in Matthew 18:15). Finally, it reminds me that there is more to life than obtaining significant *F* tests.”

William Ross, University of Wisconsin at La Crosse, USA.

“I have an answer on your question about the two or three books in the field of conflict management that were most important to me. These are:

- (1) Watzlawick, P., Beavin, J. H., & Jackson, D. D. (1977). *Pragmatics of Human Communication*. NY: Norton. With some very nice examples from the play, “Who’s Afraid of Virginia Woolf” of Edward Albee, the authors have given me insight into communication patterns because they describe how symmetrical conflict behavior of spouses leads to escalation, while complementarity leads to a very rigid relationship.
- (2) Rubin, J. Z., Pruitt, D. G., & Kim, S. H. (1994). *Social Conflict: Escalation, Stalemate, and Settlement, Revised Edition*. NY: McGraw-Hill. This well-written book has given me some answers to the very important question of why conflict escalates. Their illustrations from the field of international conflict have stimulated my thinking and teaching about conflict management.”

Aukje Nauta, University of Groningen, THE NETHERLANDS

“My only nominated book is:

- (1) Bion, W. (1961). *Experiences in Groups*. New York: Basic Books.

This book, on original psychoanalytic efforts to understand individuals-in-groups, identified five modes of adjusting to conflict in these small, therapeutic settings. They are: fight, flight, dependency, pairing, and work; a truly seminal study. These five, plus two more, are found in everyday life settings of work, family, etc. and have influenced my own work.”

Robert Blake, Scientific Methods, Inc. Austin, Texas, USA.

“I do not know if any one book particularly influenced my thinking, but the following scholarly work influenced my thinking in the late 1970’s:

- (1) Likert, R. (1976). *New Ways of Managing Conflict*. McGraw-Hill. This book is very useful for improving the management of intergroup conflict in organizations. I do not, of course, agree with the one-best-way of managing conflict suggested with his 'System 4.'

Azal Rahim, University of Western Kentucky, USA.

"The most influential books for me were:

- (1) Nader, L. & Todd, H. (1978). *The Disputing Process: Law in Ten Societies*. NY: Columbia University Press. The cases in this book demonstrate better than any I know of: (a) how context shapes conflicts and disputes, and (b) how the meanings of disputes get defined in the process of dealing with them.
- (2) Manning, P. K. (1980). *The Narc's Game*. Cambridge, Mass.: MIT Press. When I was writing my dissertation, this book was published. Manning shows how agents working under constrained situations create the very problems they then work on. This notion that dispute resolvers frame disputes to fit their modes of practice, something that I observed in some of my work on mediators and ombudsmen, has its roots in this book."

Deborah M. Kolb, Simmons College, USA

[We will conclude this article in the next issue of SIGNAL. Editor] □

Resources, Books, Curriculum Materials, Etc.

Those concerned about workplace violence may wish to consult: Cox, T., & Leather, P. (1994). The prevention of violence at work: Application of a cognitive behavioral theory. In C.L. Cooper & I.T. Robertson (Eds.) *International Review of Industrial and Organizational Psychology*, vol. 9. NY: Wiley.

Are you planning to conduct Qualitative Research? Then you may want to consult these recent books:

- Weitzman, E.A. & Miles, M.B. (1995). *Computer Programs for Qualitative Analysis*. Newbury Park, CA: Sage.
- Lindlof, T.R. (1995). *Qualitative Communication Research Methods*. Newbury Park, CA: Sage.

Spanish-Language teaching case available. A teaching case using a scenario of contract negotiations between a university and a teacher's union is available for classroom use. Contact Eva Josko de Gueron, Instituto de Estudios Politicos, Facultad de Ciencias Juridicas, Universidad Central de Venezuela, Caracas, VENEZUELA.

New and Recent Mediation Books.

- Emery, R.E. (1994). *Renegotiating family relationships: Divorce, Child Custody, and Mediation*. Guilford Publications. US \$26.95.
- Bush, R.A.B., & Folger, J.P. (1994). *The promise of mediation: Responding to conflict through empowerment and recognition*. San Francisco: Jossey-Bass. US \$29.95.
- Schwartz, R.M. (1994). *The skilled facilitator: Practical wisdom for developing effective groups*. San Francisco: Jossey-Bass. US \$29.95.
- Dubler, N. & Marcus, L.J. (1995). *Mediating bioethical disputes*. United Hospital Fund Publications Program. US \$20.00.

Intercultural Conflict Resolution Resources. The National Association for Mediation in Education (NAME) has several resources for understanding intercultural dispute resolution. Among these:

- *Waiting for Mister Stone*—a curriculum and videotape set about intercultural conflict resolution in schools,
- *The Possible Dream: The Quest for Racial and Ethnic Harmony in American schools*—a videotape about racial tension in school.
- *Multicultural Relations on Campus*—a book exploring multicultural relations among campus ethnic and racial groups at the interpersonal level.

For more information, contact NAME, 205 Hampshire House, University of Massachusetts, Amherst, MA 01003 USA. Tel: (413) 545-2462. Internet e-mail: name@acad.umass.edu.

Environmental Report Available. The Commission on Resources and Environment in British Columbia has published a four volume report entitled, *Provincial Land Use Strategy*. This includes a volume on public participation and a volume on dispute resolution. For more information, contact the Commission on Resources and Environment, 1802 Douglas Street, Victoria, B.C. V8V 1X4 CANADA. Tel: (604) 387-1210. Fax: (604) 356-6385. □

Robert B. McKersie... from page 1

scholars and practitioners. Third, Dr. McKersie's work is interdisciplinary; his work has had a tremendous impact in multiple disciplines.

Robert McKersie has had a long and productive career. After receiving his graduate degrees at the Harvard Business School, Professor McKersie taught at the Graduate School of Business in Chicago and served as Dean of the New York State School of Industrial and Labor Relations at Cornell University.

His research interests have been in Labor-Management Relations with a particular focus on bargaining activity. With Richard Walton, he coauthored the now classic 1965 book, *A Behavioral Theory of Labor Negotiations*. Subsequently, Dr. McKersie focused his attention on the subject of productivity, authoring a book with Lawrence Hunter entitled, *Pay, Productivity, and Collective Bargaining*. He participated in a multi-year project at the Sloan School that resulted in the award-winning book with Thomas Kochan, Harry Katz entitled, *The Transformation of American Industrial Relations*.

Recently, Dr. McKersie has returned to the subject of bargaining and coauthored a book entitled *Strategic Negotiations* (with Richard Walton and Joel Cutcher-Gershenfeld). He is the author of numerous articles on a wide range of topics related to Human Resources, Industrial Relations, and Production/Operations Management. Professor McKersie has served on several U.S. Presidential Commissions pertaining to workplace issues, is a member of the National Academy of Arbitrators, and was President of the National Industrial Research Association. In addition, he serves on the Board of Directors for Inland Steel.

The IACM Officer Board feels honored that it can offer the third Life Time Achievement Award to this eminent scholar. Don't miss our Awards Banquet on Tuesday Evening in Elsinore, Denmark to show tribute to Dr. McKersie. α

Program Shaping Up... from page 1

Missouri), and I. William Zartman (John Hopkins University). We will end the day with an Awards Banquet and presentation of the Life Time Achievement Award to Robert McKersie of the Mass. Institute of Technology (see related article). Outstanding contributions to the program will also be acknowledged at the Awards Banquet. Best Empirical Paper, Best Theoretical Paper, and Best Applied Paper will be recognized.

In addition to the events highlighted above, several symposia will also be scheduled. A sampling includes:

- *Children and Conflict*, organized by Sanda Kaufman and featuring Kris Boswork, Ingrid Engert, Tricia Jones, David Kottenstette, and Nadja Spiegel.
- *Culture and Conflict*, organized by Anne Lytle and featuring Darius Chan, Kwok Leung, and Dean Tjosvold
- *Diversity and Conflict: Issues Affecting a Global Society*, organized by Carole Parker and featuring Jacob Bercovitch, Deborah Plummer, and Victoria Winbusch.
- *The Relationship of Conflict Handling to Ethics and Aggression*, organized by Gabe Buntzman and featuring Edgar Busch, Patsy Johnson, and Doug White.

Finally, the Ethnic Studies Network is organizing an Ethnic Conflict track that will nicely complement our program. Among other presentations, there will be a panel discussion on Ethnic Conflict featuring John Darby and Herb Kelman.

We look forward to seeing everyone in Denmark. If you have any questions concerning the program, please feel free to contact one of the program cochairs: Dr. Laurie Weingart, Graduate School of Industrial Administration, Carnegie Mellon University, Pittsburgh, PA 15213 USA. Tel: (412) 268-7585, E-mail: lw1m@andrew.cmu.edu, or Dr. Carsten de Dreu, Department of Psychology, University of Groningen, Grote Kruisstraat 2/1, 9712 TS Groningen, THE NETHERLANDS, Tel: +31 50-636-418. E-mail: c.k.w.de.dreu@ppsw.rug.nl. α

The IACM is an international association, founded in 1984, to encourage research and training in the handling of all forms of social conflict. For annual dues of only \$15, IACM members received a year's subscription to the newsletter, *Signal*, a membership directory, discounts on subscriptions to the *International Journal of Conflict Management*, and *Negotiation Journal*, and, if you're ever passing through La Crosse, Wisconsin, a chance to see the latest addition to the Editor's family (his name is Samuel Christian, born February 12th, and he already successfully manages conflict so as to obtain his desired outcomes!). For information about membership, please contact Dr. Tom Fiutak, Executive Officer, University of Minnesota - Twin Cities, Center for Urban & Regional Affairs, Hubert H. Humphrey Conflict & Change Center, Room 248, 301 19th Avenue South, Minneapolis, MN 55455. Tel: (612) 625-3046.