

1995 Award Winners Announced at Conference

Recipients of the IACM Awards for 1995 were revealed at the eleventh anniversary conference in Lo-Skolen, Denmark. These included the Life Time Achievement Award, a Best Book Award, a Best Article Award, and Best Paper Awards from those presented at the conference.

Robert B. McKersie of MIT received the Life Time Achievement Award for his distinguished career in the area of labor-management negotiations. His interdisciplinary writings have had a significant influence on both scholars and practitioners. With Richard Walton, he coauthored the now classic 1965 book, *A Behavioral Theory of Labor Negotiations*. Subsequently, Dr. McKersie participated in a multi-year project at the Sloan School of MIT that resulted in the award-winning book with Thomas Kochan and Harry Katz entitled, *The Transformation of American Industrial Relations*.

Recently, Dr. McKersie has coauthored the book, *Strategic Negotiations* (with Richard Walton and Joel Cutcher-Gershenfeld). He has written numerous articles on a

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IACM Holds First Joint Conference With Ethnic Studies Network

Carsten De Dreu and Laurie Weingart, 1995 Program Chairs.

The eighth annual meeting of the International Association for Conflict Management (IACM) was held at the beautifully located Lo-Skolen in Helsinger, Denmark. Joined this year by the Ethnic Studies Network (ESN), the conference started on Sunday, June 11, 1995, with a presidential welcome by Evert van de Vliert for IACM and John Darby for ESN. Following an informative poster session on Sunday evening, Monday and Tuesday featured many interesting paper presentations which covered such diverse topics as organizational conflict, cognition in negotiation, intergroup relations and environmental disputes, and cultural issues in mediation. I. William Zartman from John Hopkins University gave a Keynote Address on the amount of conflict needed to warrant conflict management. Other highlights included a special symposium organized by Daniel Druckman to address the issue of flexibility in international negotiations, and Sanda Kaufman chaired a truly international roundtable discussion on environmental conflict. On Monday afternoon, there was also a memorial gathering to honor Jeffrey Rubin from Tufts University, who sadly died in a mountain climbing accident just prior to the conference (please see related article).

Tuesday afternoon featured a Keynote Symposium on the importance of culture in conflict management moderated by Chris McCusker from the Yale School of Management. Tuesday night brought a wonderful Awards Banquet. Jim Wall received the Best Article Award, and Joel Folger received the Best Book Award. This year's Life Time Achievement Award went to Robert McKersie from M.I.T., in part for his ground-breaking work on labor-management negotiations. IACM conference awards went to Egosha Osagae from Ibadan University, Nigeria, for his thorough case study on human rights policies and ethnic conflict, and to Linda Babcock from Carnegie Mellon University for her careful analysis of self-serving bias and likelihood of impasse in negotiation. A "most paper award" went to Soren Viemose and his crew for their excellent job in patiently processing a never-ending stream of questions for more information and additional announcements of changes in those recently revised travel plans...

All in all, IACM 1995 brought together over 180 scholars interested in

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The President's Corner

by Jim Wall, IACM President

William Ross' request for a short article coincided nicely with an invigorating cool front that is currently passing through Missouri (USA), where I live. The azure sky, puffy clouds, and cool nights remind me quite well of our stay in Denmark.

Now, as then, I reflect upon how fortunate we were to gather in a charming location with our friends and colleagues from around the world to exchange ideas. The variety of topics – presented and discussed informally – was almost daunting. There was – to mention a small sample – the Chechnya conflict, cooperation in joint ventures, peacekeeping among Israelis and Palestinians, high school principals' conflict management, environmental conflict, flexibility in international negotiations, comparisons of Spanish and Danish negotiators, and theater arts for teaching children about conflict.

The intellectual give-and-take along with the rich variety in topics was complemented quite well by Bill Zartman's keynote speech, Bob McKersie's comments when accepting the Life Time Achievement Award, and by Evert van de Vliert's presidential address on the "Y" factor.

Our organization, the conference participants and our disciplines benefited greatly from this exciting conference. And for this successful gathering we are deeply indebted to the team that made it possible. Carsten de Dreu and Laurie Weingart labored diligently to assemble a fine program. Soren Viemose – our local arrangements chair – went so many extra miles (perhaps it's better to say, "kilometers"), negotiating a spectacular location, raising financial support, coping with the SAS airlines strike, and most importantly locating the four beer vending machines after the bars had closed. Finally, for coordinating the endless details, patiently enduring the changing travel plans, and providing the beautiful Marienlysts, we gratefully express our indebtedness to Jette Andersen of Amphion.

For the first time, our conference was held in collaboration with another group – the Ethnic Studies Network (ESN), which is based in Northern Ireland. The ESN, established in 1991, is an international forum especially for groups of scholars working with particular indigenous conflicts, such as those in Nigeria or Northern Ireland. The Network has about 300 members from a broad disciplinary and geographic range. The greatest number are political scientists, but other social science disciplines are represented. We were pleased to have our ESN colleagues join us, and we appreciate the assistance that John Darby, their president, provided for our joint conference.

Shifting from the past to the near future, all of you are invited to attend the 1996 conference in Ithaca, 3-5 June (please see the enclosed *Call for Papers*). In Denmark it was frequently mentioned that every IACM conference is better than the last. Our organizing team of Ray Friedman and Betsy Wesman, while lauding the 1995 conference, have vowed to carry forth with this tradition. Ray – our program chair – is currently soliciting papers, arranging panels and signing up speakers. His teammate, Betsy Wesman – local arrangements chair – has arranged housing at the Statler Hotel/Center, abundant quantities of food and libations, a couple of trips, and currently is negotiating to transport the beer vending machines from the basement of Lo-Skolen, Denmark, to the Ithaca conference site.

In short, the Ithaca conference is advancing toward our goals. The weather should be cool and the lodging facilities – run by the Cornell School of Hotel Management – are excellent. Anatol Rapoport, who needs no introduction, will be the recipient of our Life Time Achievement Award. And Tom Kochan, who is younger than Anatol but still requires no introductory portrait, will be the Keynote speaker. Please plan to join us in Ithaca in June.

To some it may appear that IACM leaps from one conference to the next. However, between conferences, there's a lot of work to be done. William Ross diligently assembles and edits our newsletter, *Signal*, while Tom Fiutak, as our Executive Officer, manages our financial affairs and membership roster. In addition we have several committees in place, and at work, to assist our membership. I'll list these because they seek your inputs in deciding upon their nominations and awards.

Publication Award Nominations Committee (Chair, Roy Lewicki; members Sally Blount, Kwok Leung, Norbert Ropert). This committee has the responsibility of generating nominations for the various publication awards (see below). These are then passed on to the chairs of the respective committees for evaluation. This committee relieves the various publication awards committees (listed below) of some of the pressure of generating nominations and frees them to spend most of their time evaluating nominations. I have a request: Please recall an outstanding book, book chapter, or journal article that you have read recently and nominate it with a letter to: Roy Lewicki, Max M. Fisher College of Business, The Ohio State University, 1775 College Road, Columbus, OH 43210 USA.

Outstanding 1993 - 1995 Academic Book Award Committee (Chair, Laurie Weingart; members Bruce Barry, Bill Smith, Jan Pieter van Oudenhoven). This committee will solicit nominations through publicity in relevant outlets, process nominations that are received from the Publication Award Nominations Committee, evaluate the nominated books and make

decisions, and present the Award(s), if any, at the upcoming IACM conference Awards Banquet.

Best 1994 Article/Book Chapter Award (Chair, Carsten de Dreu; members Karen Jehn, Robert Robinson). This committee will solicit nominations through publicity in relevant outlets, process nominations that are received from the Publication Award Nominations Committee, evaluate the nominated articles or book chapters and make decisions, and present the Award(s), if any, at the upcoming IACM conference Awards Banquet.

Life Time Achievement Award Committee (Chair, Evert van de Vliert; members, James Wall, Tricia Jones). The purpose of this committee is to maintain and update a list of nominees, to select a nominee for 1997, to contact the 1996 winner and assist this person in attending the 1996 conference.

Outstanding Dissertation Committee (Chair, Dean Tjosvold; members, Onne Janssen, Paul Olczak). This committee will solicit dissertation nominations, evaluate them and select a winner. It will also present the award at the upcoming IACM conference Awards Banquet. For more information about how to nominate your/your doctoral student's dissertation, contact: Dean Tjosvold, Department of Psychology, Chinese University of Hong Kong, Shatin, New Territories, HONG KONG.

External Network Committee (Chairs Evert van de Vliert and James Wall; members, Daniel Druckman, Kamil Kozan, Soren Viemose). This committee maintains a list of international operating partners and builds connections with them.

Election Nominations (Chair, Tricia Jones; members, Bill Bottom, William Ross). This committee invites and processes nominations from IACM members for candidates for President-Elect and Board Members-At-Large. As you know, it is time to solicit nominations for upcoming IACM offices. If you have nominations please send them to: Tricia Jones, Department of Communication Sciences, Temple University, Philadelphia, PA 19122 USA.

In closing, I'd like to emphasize that the strength of IACM lies in you, our members. Keep up your good work: give us your cooperation in conducting conferences and running the organization but more importantly please research, teach, think – if you like proselytize "conflict management." It's worth your time and effort. ☐

Election Results Announced

The positions for Board Members at Large, which were decided during the IACM elections of the first quarter of 1995, were captured by Carsten de Dreu and Laurie R. Weingart. Carsten de Dreu received his Ph.D. from the University of Groningen and is a research fellow of the Royal Netherlands Academy of Sciences, affiliated with the Organizational Psychology section of the University of Groningen. He teaches Organizational Behavior and Research Methods. His research interests include judgement and decision making in negotiation and minority dissent and innovation. Some of this work appeared (or is forthcoming) in the *European Journal of Social Psychology*, the *International Journal of Conflict Management*, *Journal of Applied Social Psychology*, *Organizational Behavior and Human Decision Processes*, and *Personality and Social Psychology Bulletin*. Carsten has been a member of IACM since 1990 and served on the Program Committee for the Leuven and Oregon conferences. He was the 1995 Program Chair for the conference in Copenhagen, Denmark.

Laurie R. Weingart is an associate Professor of Industrial Administration at the Graduate School of Industrial Administration at Carnegie Mellon University. She received her Ph.D. from J.L. Kellogg Graduate School of Management at Northwestern University (1989) in Organizational Behavior. Her research interests include examination of group processes in both negotiation and production settings. Her current research examines the social interaction and cognitive processes of negotiators in both dyads and groups. Her research has been published in the *Journal of Applied Psychology*, *International Journal of Conflict Management*, *British Journal of Social Psychology*, *Journal of Management*, and *Human Performance*. She served as Cochair for the 1995 IACM Conference. She is an active participant in the Academy of Management and serves on the editorial board of the *International Journal of Conflict Management*.

Much thanks to all those involved in the election. Congratulations and good luck to our new Board Members at Large! ☐

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We wish to welcome a new Assistant Editor to the *Signal* staff. Shannon Pennefeather, a senior at the University of Wisconsin at La Crosse is majoring in English and will be working for *Signal* as part of an IACM internship throughout the 1995-96 academic year. Dave Bartz and Barbara Sloan, seniors in Business Administration also held an IACM internship during the summer and greatly assisted in the preparation of this issue. The assistance of Christian Cook of Simply Graphics, West Salem, Wisconsin, is also appreciated.

Jeff Rubin's Death Shocks, Saddens IACM

by William Ross, Dean Pruitt, and Guy O. Faure

It is with great sadness and a deep sense of loss that we announce the death of Dr. Jeffrey Z. Rubin, our 1994 Keynote Speaker and current President-Elect. Jeff died in a mountain climbing accident on June 3 at the age of 54. Tricia Jones of Temple University, USA, who had come in a close second to Rubin in the previous IACM presidential race, will assume Jeff's President-Elect position.

Dr. Rubin's death came just before the IACM conference in Denmark, where he was to have moderated the Keynote Symposium on "Culture and Conflict" and was expected to introduce Professor Zartman's 1995 Keynote Address. Instead, Dean Pruitt led a memorial service at the conference to remember Jeff and his contributions to the field of conflict management. Conference participants also signed and wrote tributes in a memorial book that was sent to Rubin's wife, along with Jeff's Presidential plaque (1996-97). Finally, the IACM board decided to establish an award in his name (the specifics of this award will be determined later and will be reported in a future newsletter). What follows are the comments of two of Dr. Rubin's close colleagues, Dean Pruitt and Guy O. Faure. Each have unique insights into the life and the impact of Jeff Rubin and remind us that in this complex world it is still possible for one man to have an impact.

A Tribute to Jeff Rubin

by Dean Pruitt, State University of New York at Buffalo, USA

Jeff was trained as a social psychologist by Morton Deutsch. Most of his work was on conflict and its management, but he also coauthored a textbook on social psychology with Bert Raven. He first became prominent in the field of conflict studies 20 years ago when he published the book *The Social Psychology of Bargaining and Negotiation* with Bert Brown that synthesized scientific research on negotiation. After that, he wrote or edited fifteen books, including two editions of *Social Conflict: Escalation, Stalemate, and Settlement*, which he and I coauthored. He was also an inspired empiricist and did many laboratory studies on conflict, most notably a series of experiments on entrapment.

Jeff was a great change agent, a person who constantly saw what was needed and made things go. Perhaps his greatest practical achievement was as founder and editor of the world-renowned *Negotiation Journal*, a unique type of publication that fulfilled his philosophy of bridging the gap between researchers and practitioners in the realm of conflict management.

Besides being Professor of Psychology and Diplomacy at Tufts, he was for several years Executive Director of the Program on Negotiation at the Harvard Law School and was deeply involved in that program's practitioner workshops. He was also a founder and board member of the project on Processes of International Negotiation (PIN), an interdisciplinary research project associated with the International Institute for Applied Systems Analysis. He had a very ethical view of life, believing that social scientists should regularly try to apply their knowledge to human betterment. This led him to be an enthusiastic and vigorous member of the Society for the Psychological Study of Social Issues (SPSSI), the social action wing of the American Psychological Association. Indeed, he served a term as President of that association.

In addition to being an outstanding editor, teacher, researcher, book writer, and organizer, Jeff was a devoted father and spent much time with his three children—David, Sally, and Noah—who, during the memorial gathering at Tufts,

spoke of the deep bonds of affection and caring that linked each of them to their father. With so much professional life and family togetherness, it is hard to believe that he had much time for the outdoors life; but quite the opposite is true. Unfortunately, it was that aspect of his life that led to his untimely demise.

Jeff had established a goal of climbing the 100 highest mountains in New England, another of his many efforts to achieve perfection in this life. He died while attempting to climb the 100th peak.

Jeff was a vivid figure, a man with great intellectual curiosity and wisdom and a world-class style. He was also a very caring and generous person, with a strong interest in and concern for the people around him. At the memorial service we held for him at Elsinore, one of his friends said that the best grave for the dead is in the hearts of the living. Clearly, he lives on in our hearts.

Obituary for Professor Jeffrey Rubin

by Guy Oliver Faure, Sorbonne University, Paris FRANCE

As a non-American living in Paris and working on international projects, my thoughts will be of Jeff's role outside of the United States. I met him for the first time eight years ago when we were both members of the steering committee of an international organization.

We became friends, and throughout the years we developed an ongoing relationship that also involved both our families.

Jeff Rubin was extremely open-minded and had an inexhaustible intellectual curiosity. He had a special concern for other cultures, which he demonstrated through care and respect. He travelled a lot over at least four continents and also loved intellectual and physical challenges.

We published a book together, *Culture and Negotiation*, which was a perfect illustration of how wonderful and productive an American-French collaborative relationship can be. He was greatly concerned with interdisciplinary approaches and always felt at ease working with non-psychologists, such as sociologists, as in my case, or economists, political scientists, etc.

Jeff Rubin was incredibly active and energetic, carrying out a dozen projects at the same time wherever he was in the world. Any moment spent with him was interesting. He had the culture of an achiever, which served as an inspiration for others. He had a huge amount of connections and was extremely good at getting people to meet and work together. He was a living example of what a mediator can do, even in a non-conflictual setting.

Jeff Rubin was not only an outstanding teacher and trainer and a flamboyant researcher, but also a wonderful friend. His was the very rare quality of being able to really listen. He had a great care for people and always patiently encouraged friends and colleagues to publish more and join new projects. He had a very special ability to see within a piece of informal talk that which could be turned into a scientific article.

He was naturally very nice to people, and did so with no effort, as if he had not needed the print of society to behave that way.

He leaves a lot of friends around this world who are inconsolable at his death and for whom he had always been and will remain the perfect image of what a prominent scientific figure and a unique friend can be. ▣

Reports from the 1995 IACM Conference

Keynote Symposium: Culture and Conflict

Guy Olivier Fauré, University of Rene Descartes, Paris, FRANCE

What role do cultural factors play in facilitating or inhibiting effective negotiation? Several distinguished panelists discussed this important topic at the 1995 Keynote symposium of the IACM and ESN joint conference in Denmark. I had the pleasure of serving on the panel; other panelists included: Jeanne Brett of Northwestern University, USA, James Wall of the University of Missouri – Columbia, USA, and I. William Zartman of Johns Hopkins University, USA.

The growing interdependence among nations has increased the visibility of national cultures. To understand a negotiation is to grasp the sense that actors attach to their moves and the meaning they give to what they perceive. Negotiators are human beings and bring into their interactions all the attributes linked to their human condition, including culture with its ambiguities and complexities. Culture does influence negotiators, no doubt, in a number of cases. The intellectual challenge is to grasp the quicksilver concept of culture and to analyze under which circumstances, how, and with what kind of consequences this is done.

Edouard Herriot, a French writer and politician, has defined culture as what remains when one has forgotten everything. This paradoxical proposition captures one of the most salient properties of culture: the fact that it is not a matter of substance but a way of thinking or acting of which the individual is usually unaware. If one wants to be more specific on the topic, culture could be defined as “a set of shared and enduring meanings, values, and beliefs that characterize national, ethnic, or other groups and orient their behavior.”

Language is a social product that may help to explain how cultural factors influence social action, for a basic function of language is to structure reality and organize experience. Corporate culture may also influence negotiation behavior by providing its own norms of conduct, symbols, and meanings. Professional culture functions in quite a similar way, as a subculture narrowly linked with the activity of the negotiator in his own company where he can be for instance an engineer, a manager, a lawyer, etc.

An important question addresses the meaning and function of negotiation. Are they similar from one culture to another? There is not any clear answer yet on this question. Systematic comparison between cultures are less easy than it would appear a priori, because behind similar words there can be very different realities. For instance, the Chinese concept of negotiation does not strictly overlap with the Anglo-Saxon concept.

Culture impacts on negotiation in a number of ways, and this leads to various types of consequences addressing four different levels: cognition, beliefs, behaviors, and identity. Cognition relates to ways of perceiving – understanding what is at stake in a negotiation: money, power, technology, status, goods, face concerns, etc. Cognition also relates to how the negotiation is perceived in itself, the nature of the game that the actors are playing: a strength test, a relationship, a search for justice, a palabra, a game of seduction, a construction exercise, etc. Cognition also concerns what one party knows about the other party and what the driving perceptions operating are: stereotypes, historical memory, past personal experiences, etc. Cognitive aspects are essential to the framing of the problems and subsequently to making choices in terms of strategy and behaviors.

The second level, that of beliefs, puts forth a set of values based upon the cultural background of the negotiator. These values, stating what is desirable and what is not, operate as instrumental goals and directly orientate the behavior of the actors.

If cognition deals with the type of game to be played and beliefs deal with what should be achieved in this game, behaviors concern the way to play. This is done in selecting a range of acceptable behaviors and defensible arguments. Each culture, for instance, has some sense of what level of risk should be taken and these levels can be extremely diverse.

Identity is the last level of intervention, and also the deepest and most difficult to deal with. Modifying the elements that comprise one's identity is a denial of one's self and can be viewed, at the symbolic level, as a self-destructive attempt. Difficult to grasp, highly complex to manipulate, identity aspects remain the untouchable core of culture.

Culture may operate in many ways in the negotiation process, but mainly as either an obstacle or as a facilitator. Salacuse describes the practical effects of culture as being those of either a weapon, a fortress, or a bridge.

To lift barriers means to clear up misunderstandings, misperceptions, or to reduce discrepancies in the ways to frame a common problem. Eventually, a major achievement is to avoid the “Babel effect” which, as it was described in the Bible (Genesis, X), sharply illustrates the fact that generalized incomprehension can only produce failures or disasters.

To go with another Biblical reference, the constructive orientation can, on the contrary, generate a Pentecost phenomenon,

that of people "speaking in tongues," a kind of highly productive multiculturalism. More prosaically, in the day-to-day negotiation, building bridges is already developing the embryo of a common culture, but without giving up one's own identity. It is rather to look for complementary activities or synergies and turn the cultural encounter into a source of creativity.

Symposium on Internet and Computer Data in Conflict Research

by J. David Singer, Michigan State University, USA

What role does computer technology play in facilitating conflict management research? That was the subject of a panel discussion at the IACM meetings in Denmark. Panelists included Anthony Perry of Wayne State University, and Pat Curran and Niall O'Dochartaigh, both of the INCORE Meta Database Project. I chaired the session.

While computer technology can play a useful role in our research into the etiology of interethnic conflict, it will be much less helpful than the more general application of scientific method. That is, Internet could ultimately serve for storage and transmissions of data sets on the ethnic composition of the world's territorial states, data on the correlates of interethnic conflict, and findings on those factors that predict toward or away from such conflict over the past century or so. On the other hand, of far greater significance will be the extent to which we bring scientific method to bear on the generation of valid and reliable data on those human populations, the variables that are thought to account for conflict among them, the alternative models by which we test our competing hypotheses, the statistical tests by which we compare and evaluate these hypotheses, and the data-based inferences that we researchers draw from our studies. To date, these data sets are in very short supply, the models and tests alarmingly rare, and scientifically generated findings nearly nonexistent. What the world's political elites and counter-elites desperately need is the knowledge as to the predictors, correlates, and explanations of violent conflict between/among ethnic, religious, and language groups, and that will remain in short supply until we replace — or go beyond — the vague and impressionistic studies that still dominate the field.

Environmental Conflicts: Current Issues and Remedies

Sanda Kaufman, Cleveland State University, USA

This IACM '95 symposium aimed to explore applications of current conflict management research to environmental disputes, in various contexts and cultures. The forum gave participants an opportunity to assess the breadth of conflict management issues, challenges, and remedies, especially in the international arena.

The environmental context covers a broad spectrum of conflicts among groups, organizations, and countries. Disputed issues are typically complex along several dimensions. They frequently involve scientific information, legal issues, deep-seated value differences, long-range consequences for large numbers of people, cultural differences, and communication, participation and representation difficulties. Uncertainty affects almost every aspect of environmental disputes and in some cases even takes the center stage. Negotiations tend to unfold over lengthy periods of time during which related ambient factors—laws, economic conditions—change, altering key negotiation parameters such as the alternatives set. Negotiators contending with such high levels of complexity need to respond with an equally broad set of skills rarely found in a single individual.

The symposium presentations reflected the diversity of environmental concerns, difficulties, and solutions, as well as the potential for international transferability of negotiation processes and solutions. The international mix of presenters and the wide range of expertise they represented exposed participants to a rich set of ideas and experiences that can be further explored in new settings. They provided the backdrop against which participants chose to discuss more general aspects of environmental conflict management.

Jo Elizabeth Butler of UNFCCC, Geneva, SWITZERLAND, outlined the Establishment of a Multilateral Consultative Process. She has assisted in the negotiations and drafting of the Climate Change Convention which has been signed by more than 150 countries at the UNCED Conference in Rio de Janeiro and ratified by more than 120 states. She shared her experience with the Convention draft and with current work on establishing a multilateral consultative process for the resolution of questions arising during the implementation, including a review of selected noncompliance, dispute resolution, and implementation review procedures.

Michael Elliott, of Georgia Institute of Technology, USA, talked about Managing Environmental Disputes in Eastern Europe and the Former Soviet Republics. As the breakup of the Soviet Union released long-suppressed political and ethnic tension throughout Eastern Europe, dispute resolution professionals have tried to promote the use of negotiations and consensus-

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building techniques in the newly fragmented Eastern block, offering training, consultations and process interventions. Elliott drew lessons for dispute resolution professionals working in the international arena, focusing on the applicability of American conflict management processes to environmental and public policy disputes in the Eastern European block.

Volker Linneweber, of Potsdam Institute for Climate Research, GERMANY, discussed Justice Considerations in Allocating Resource Use and Emission Reductions. While extensively studied in interpersonal and intergroup relations, justice considerations have occasionally been applied to interdependence relations resulting from the use of "global commons." There are some regional and nationwide studies of environmental equity, e.g. with respect to exposure to waste disposal sites. On a global level, however, negotiations over issues such as cost-benefit analysis, tradable emission permits, joint implementation, and intergenerational discounting have not yet taken advantage of the state-of-the-art research in social relations. To understand the conflicts which characterize recent reactions to alarming regional and global developments, there is a need for justice evaluations of environmental impact such as pollution, as well as of the exploitation of common resources. Linneweber proposed a theoretical framework for justice evaluations and outlined some directions for empirical research.

Deborah Shmueli, of the University of Haifa, ISRAEL, talked about Negotiating Environmental Issues in the Middle East. She compared the national agendas of Israel, Jordan, and the Palestinian entity, as reflected in professional journals and newspapers, with the agenda of the multinational environmental negotiation among these parties. She focused on the degree of compatibility between these agendas and the effectiveness of multilateral talks in building confidence among parties bound together by geographic proximity while divided by a history of protracted conflict.

The presentations were purposely brief to allow for extensive discussion of international environmental negotiations. The topic seems to have engaged symposium participants, judging by their willingness to participate in a prolonged debate despite the late evening hour. UN Ambassador Winfried Lang made a special contribution, drawing on his negotiation experience to comment on United Nations constraints that shape international environmental protocols. However, the balance of the discussions took a slightly different turn than planned. Forsaking the international negotiations focus, participants preferred to share some of the difficulties they experienced in dealing with environmental issues and policies within their own countries. The passion they put into this discussion suggests that environmental negotiations should continue to be featured at IACM conferences. ▀

Highlights of the 1995 Board and Conference Business Meetings

At the 1995 IACM Board Meeting, several important announcements and decisions were made. First, it was announced that Tricia Jones will serve as President-Elect and that Laurie Weingart and Carsten de Dreu won election to the Board (see related article). Second, Executive Officer Tom Fiutak will be working to create a *Membership Directory*. However, to complete the directory, he needs members to submit their fax and e-mail numbers. Send these to: Tom Fiutak, 248 Hubert H. Humphrey Conflict and Change Center, University of Minnesota, 301 19th Avenue South, Minneapolis, MN 55455 USA. Tel: (612) 625-3046. Third, Linda Putnam announced that the 1994 IACM conference at Eugene, Oregon made a small profit, which went into IACM coffers.

The Board also discussed setting specific times by which annual dues should be paid (e.g., January 1 and May 1) in order to continue receiving *Signal*. What this means is that if you are behind in your dues, please send your dues check to Tom Fiutak along with the enclosed brochure. We'd hate to lose you from our mailing list!

The External Network Committee announced that it had compiled a list of 86 other conflict-related organizations with which the IACM should seek closer ties. These were grouped into several categories. The five most complementary organizations will be approached about the possibility of joint sponsorship of future conferences, newsletter and brochure exchanges, etc.

In addition to the Awards Committee reports (see article on p. 1), Martin Euwema and Soren Viemose reported that press releases about the conference were given to a Danish newspaper; the conference also got three minutes of television coverage in the local news!

Finally, as has been done at a few previous conferences, a book store was set up offering conference members the opportunity to purchase books on negotiation and conflict management. The Board would welcome feedback from members as to whether this is a useful addition to the conference.

At the general IACM Business Meeting, the various committees and task forces gave reports. Executive Officer Tom Fiutak

reported that the budget was in good shape requiring \$5,276.82 to operate last year. He also noted that the IACM had 158 paid members as of January, 1995; 104 of these were U.S. members, 44 were from outside of North America, and 10 were Canadian. Tom urged members to tell their friends about IACM and, in particular, to encourage colleagues from continents other than Europe and North America to join. Soren Viemose announced that 170 people attended the conference. Grant Savage asked for volunteers to help him operate the IACM-L list server. The 1996 conference in Ithaca, New York (USA) was discussed as was the 1997 conference; Trish Jones stated that the conference would not be in North America in 1997. To date, the following sites have been nominated: Greece, Spain, Germany, and Israel. If you want to nominate a site, want more information about any of these topics of business, or want to volunteer to help with any upcoming IACM activities, please contact: Dr. Jim Wall, IACM President, 214 Middlebush Hall, University of Missouri at Columbia, Columbia, MO 65211 USA. Tel: (314) 882-4561. Fax: (314) 882-0365. e-mail: wall@bpa.missouri.edu. □

Resources, Books, Curriculum Materials, etc.

The Court-ADR Sector of the Society of Professionals in Dispute Resolution (SPIDR) has produced a directory of US-based court-related mediation programs. It contains: Names and addresses of court-related mediation organizations, copies of state mediation statutes, fees schedules, and training and educational requirements for mediators. Cost is US\$25.00 plus shipping. Contact: Janice Fleisher, Director, Pro Se Family Mediation Project. Tel: (305) 579-5733.

Role simulations stemming from Professor Lawrence Susskind's conference *Negotiating Environmental Agreements* are available as teaching tools addressing the problems associated with negotiating complex, multi-party disputes. Among these are the following: (1) *Bob Berries v. Federal Environmental Agency*: A five-party, environmental compliance negotiation; (2) *Carson Extension*: A six-party, environmental noncompliance negotiation, and (3) *Chemco, Inc.*: A six-party negotiation over emission monitoring. Contact: Harvard Program on Negotiation Clearinghouse, Harvard Law School, 518 Pound Hall, Cambridge, MA 02138 USA. Tel: (617) 495-1684. Fax: (617) 495-7818.

For a demonstration of how consensus-building techniques, now popular in the United States, may also be applicable in other nations, see Gamman, John K. (1994). *Overcoming Obstacles in Environmental Policymaking: Creating Partnerships Through Mediation*. SUNY Press.

The Loka Institute announces a new book by Richard Sclove which develops a constructive agenda for democratizing all domains of technology, ranging from household to workplace, government, urban infrastructure, medicine, farming, etc. Want to learn more? Sclove, Richard. (1995). *Democracy and Technology*. New York: Guilford Press.

Interested in school mediation? Then see: Cohen, Richard. (1995). *Students Resolving Conflicts: Peer Mediation in Schools (Grades 6-12)*. Glenview, IL: Goodyear.

The Organizational Development Institute has just republished a 32-page booklet, *Improving Profits Through Organizational Development*, which includes a system for calculating the contribution in dollars of an O.D. project to an organization's bottom line. For a copy, send US\$5 to: The O.D. Institute, Attn. Dr. Donald Cole, 781 Beta Drive, Suite K, Cleveland, OH 44143, USA. Tel: (216) 461-4333. Fax: (216) 729-9319. E-mail: aa563@cleveland.freenet.edu.

A three-tape video set, *Dealing With Conflict and Confrontations*, is available for \$199.95 from Digitalis TV Productions, 7028 West Waters Avenue, Suite 374, Tampa, FL 33634 USA.

Announcing a resource in the area of Church Mediation by Reverend Terje Hausken: *Peacemaking-The Quiet Power: Conflict Resolution for Churches through Mediation*. West Concord, MN: CPI Publishing. There is also an accompanying workbook available.

A new educational videotape created for the American Bar Association's Commission on Public Understanding About the Law is intended to introduce clients and prospects to mediation. This eighteen-minute tape, *Mediation: Is It for You?*, is accompanied by a facilitator's guide and a sixteen-page consumer's booklet. US\$79.00. Contact: ABA Publication Orders, P.O. Box 10892, Chicago, IL USA. Tel: (312) 988-5522. Fax: (312) 988-5568.

Martindale-Hubbell announces the second edition of the *Martindale-Hubbell Dispute Resolution Directory*. This guide presents information about potential arbitrators, mediators, and advocates. Future editions are also planned. To have your profile included in a future edition or to order a copy of the second edition, contact: Martindale-Hubbell, 121 Chanlon Road, New Providence, NJ 07974 USA. Tel: 1-800-526-4902. □

New Publications by IACM Members

The following articles appeared in print between November, 1994 and June, 1995:

- Bennett, N., Martin, C.L., Bies, R.J., and Brockner, J.** "Coping with a Layoff: A Longitudinal Study of Victims." *Journal of Management*, 21.
- Boles, Terry L. and Messick, David M.** (March, 1995). "A Reverse Outcome Bias: The Influence of Multiple Reference Points on the Evaluation of Outcomes and Decisions." *Organizational Behavior and Human Development Processes*, 61, 262-275.
- Churchman, D.** (1995). *Negotiation: Process, Tactics, and Theory*. University Press of America.
- Derong, Chen, Faure, Guy Olivier.** (1995). "When Chinese Companies Negotiate With Their Government." *Organizational Studies*, 16, 27-54.
- Fisher, Roger, Kopelman, Elizabeth, and Kupfer, Andrea.** (1994). *Beyond Machiavelli: Tools for Coping With Conflict*. Cambridge, MA: Harvard University Press.
- Grosch, James W., Duffy, Karen G., and Olczak, Paul V.** (January, 1995). "Role of Ethnic and Gender Differences in Mediated Conflicts." *International Journal of Conflict Management*, 6, 48-71.
- Janjic, Dusan** (Ed.)(1994). *Conflict or Dialogue: Serbian-Albanian Relations and Integration of the Balkans—Studies and Essays*. Subotica, Yugoslavia: Open University Press.
- Janjic, Dusan** (Ed.)(1995). *Serbia: Between the Past and the Future*. Belgrade, Yugoslavia: Institute of Social Sciences.
- Janssens, Maddy, Brett, Jeanne M., and Smith, Frank J.** (April, 1995). "Confirmatory Cross-Cultural Research: Testing the Viability of a Corporation-wide Safety Policy." *Academy of Management Journal*, 38, 364-382.
- Komorita, Samuel S. and Parks, Craig D.** (1995). "Interpersonal Relations: Mixed-Motive Interaction." *Annual Review of Psychology*, 46, 183.
- Kramer, Roderick M.** (1995). Power, Paranoia, and Distrust in Organizations: The Distorted View From the Top. In R. J. Bies, R. J. Lewicki, and B. H. Sheppard (Eds.) *Research on Negotiation in Organizations*, 5, 119-154.
- Laughlin, Patrick R., and Hollingshead, Andrea B.** (January, 1995). "A Theory of Collective Induction." *Organizational Behavior and Human Decision Processes*, 61, 94-107.
- London, Manuel.** (Fall, 1995). "Giving Feedback: Source-Centered Antecedent and Consequences of Constructive and Destructive Feedback." *Human Resource Management Review*, 5.
- Mannix, Elizabeth A., Tinsley, Catherine H., and Bazerman, Max.** (June, 1995). "Negotiating Over Time: Impediments to Integrative Solutions." *Organizational Behavior and Human Decision Processes*, 62, 241-251.
- McCusker, Christopher, and Carnevale, Peter J.** (February, 1995). "Framing in Resource Dilemmas: Loss Aversion and the Moderating Effects of Sanctions." *Organizational Behavior and Human Decision Processes*, 61, 190-201.
- Parks, Craig, and Cowlin, Rebecca.** (June, 1995). "Group Discussion as Affected by Number of Alternatives and by a Time Limit." *Organizational Behavior and Human Decision Processes*, 62, 267-275.
- Pinkley, Robin L.** (June, 1995). "Impact of Knowledge Regarding Alternatives to Settlement in Dyadic Negotiations: Whose Knowledge Counts?" *Journal of Applied Psychology*, 80, 403-417.
- Pinkley, Robin L., Brittain, Jack, Neale, Margaret A., and Northcraft, Gregory B.** (June, 1995). "Managerial Third-Party Dispute Intervention: An Inductive Analysis of Intervenor Strategy Selection." *Journal of Applied Psychology*, 80, 386-402.
- Rahim, M. Afzalur and Magner, Nace R.** (February, 1995). "Confirmatory Factor Analysis of the Styles of Handling Interpersonal Conflict: First-Order Factor Model and its Invariance Across Groups." *Journal of Applied Psychology*, 80, 122-132.
- Robertson, Diana C., and Ross, William T. Jr.** (April, 1995). "Decision-Making Processes on Ethical Issues: The Impact of a Social Contract Perspective." *Business Ethics Quarterly*, 5, 213-240.
- Robinson, Robert J. and Keltner, Dacher.** (March, 1995). "Actual Versus Assumed Differences in Construal: 'Naive Realism' in Intergroup Perception." *Journal of Personality and Social Psychology*, 68, 404-417.
- Robinson, Robert K., Fink, Ross L., and Fink, Lisa A.** (Spring, 1995). "Employee Participation Programs in the Health Care Industry: Are They Unlawful Under Recent Labor Rulings?" *Hospital and Health Services Administration*, 40, 124-137.
- Rouhana, Nadim N. and Fiske, Susan T.** (March, 1995). "Perception of Power, Threat, and Conflict Intensity in Asymmetric Intergroup Conflict." *Journal of Conflict Resolution*, 39, 49-81.
- Shapiro, Debra L., Lewicki, Roy J., and Devine, Paul** (1995). "When do Employees Choose Deceptive Tactics to Stop Unwanted Organizational Change?: A Relational Perspective." In R. J. Bies, R. J. Lewicki, and B. H. Sheppard (Eds.) *Research on Negotiation in Organizations*, 5, 155-184.

- Sinclair, Thomas and Wise, Charles.** (January, 1995). "Substantive and Procedural Dilemmas in Congressional Ethics." *Annals of American Academy of Political and Social Science*, 537, 37-57.
- Taylor, Rupert J.** (1995). "A Battle Not Yet Won." *Canada and the World Background*, 60, 4-5.
- Ulijn, Jan M. and Strother, Judith B.** (1994). *Communicating in Business and Technology: From Psycholinguistic Theory to International Practice*. Frankfurt: Peter Lang Publishing, Inc.
- Ulijn, Jan M. and Li, Xiangling.** In press. "Some Temporal Aspects of Turn Switches in Chinese-Western and Other Intercultural Business Encounters." *TEXT: Intercultural Discourse in Business and Technology*.
- Valley, Kathleen L., Neale, Margaret A., and Mannix, Elizabeth A.** (1995). "Friends, Lovers, Colleagues, Strangers: The Effects of Relationships on the Process and Outcome of Dyadic Negotiations. In R. J. Bies, R. J. Lewicki, and B. H. Sheppard (Eds.) *Research on Negotiation in Organizations*, 5, 65-94.
- Van de Vliert, Evert, Huismans, Sipke E., and Euwema, Martin C.** (April 1995). "Managing Conflict with a Subordinate or a Supervisor: Effectiveness of Conglomerated Behavior." *Journal of Applied Psychology*, 80, 271-281.
- Wall, James, A., Jr., Sohn, Dong-Won, Cleeton, Natalie, and Jin, Deng Jian.** (January, 1995). "Community and Family Mediation in the People's Republic of China." *International Journal of Conflict Management*, 6, 30-47.
- Wang, R. and Ballot, M.** (July, 1995). "The Iron Rice Bowl Shattered: Labor Turmoil in China." *Research and Practice in Human Resource Networks*, 3.
- Weisinger, Judith Y., and Salipante, Paul F.** (April, 1995). "Toward a Method of Exposing Hidden Assumptions in Multicultural Conflict." *International Journal of Conflict Management*, 6, 147-170. □

Calls for Papers

Books, Journals, etc.

Harvard Law School has established the *Harvard Negotiation Law Review*, a peer-review journal that will analyze the relationship between law and negotiation. Articles will focus on such topics as litigation settlement, plea bargaining, legislative process, multi-party bargaining, and mediation. Articles should be submitted to Christopher Thorne, *HNLR*, 519 Pound Hall, Harvard Law School, Cambridge, MA 02138 USA.

International Journal of Organizational Analysis, *Second Symposium on Organization Development*. Manuscripts may relate to any topic on organization development and change. Please submit to: Dr. Afzal Rahim, Editor, *IJOA*, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel & Fax: (502) 782-2601. E-mail: arahim@delphi.com.

Announcing a new journal, *International Negotiation: A Journal of Theory and Practice*. This journal addresses negotiation concerned with political, ethnic, economic, business, legal, and cultural issues among nations, organizations and other non-state actors. Manuscripts and proposals for thematic issues are being sought. This journal is available to IACM members at a reduced price (see enclosed flyer). In the United States, contact: Dr. Bertram I. Spector, Center for Negotiation Analysis, 11608 Le Havre Drive, Potomac, Maryland 20854 USA. Fax: (301) 309-1962. E-mail: bspector@capaccess.org. Elsewhere contact: Kluwer Law International, Editorial Journals Office, P.O. Box 85889, 2508 CN The Hague, THE NETHERLANDS. Fax: +31 70 308 1515.

The *Journal of Organizational Change Management* is devoting an issue to story and storytelling organizations. Qualitative studies of organizational stories and organizational change are the focus of this 1996 issue. Manuscripts are needed by **February 1, 1996**. Send inquiries, proposals, and manuscripts to: Mary E. Boyce, Guest Editor, *Journal of Organizational Change Management*, Department of Management and Business, Whitehead College, University of Redlands, CA 92373 USA. Tel: (909) 335-4068. Fax: (909) 335-5125. E-mail: boyce@ultrix.uor.edu.

Leadership Quarterly announces a special publication on international/cross-cultural issues in leadership. Papers on this topic should consider the problem of providing leadership at various organizational levels appropriate to the varied social contexts found throughout the world, especially concerning multinational organizations. Submission deadline is **March 1, 1996**. Contact for more information or send manuscript copies to: J.G. Hunt or M.F. Peterson, Area of Management, College of Business Administration, Texas Tech University, Box 42101, Lubbock, Texas 79409 USA. Tel: (806) 742-3175 x2174. Fax: (806) 742-2099. E-mail: odjgh@ttacs1.ttu.edu or odp38@ttacs.ttu.edu.

Cont. next page

Conferences

February 29-March 3, 1996. The Academy of Human Resource Development Annual Conference. Minneapolis, MN USA. Please submit papers by **November 10, 1995**, to Richard A. Swanson, Chair, AHRD Conference Committee, University of Minnesota, 1954 Buford Avenue, St. Paul, MN 55108 USA. Tel: (612) 624-9727. Fax: (612) 624-4720. E-mail: epswmk@gsusgi2.gsu.edu.

May 19-21, 1996. The Eleventh Annual Meeting of the Research/Study Team on Nonviolent Large Systems Change. Brookley Conference Center, University of South Alabama, Mobile, Alabama USA. Seeking presentations. Please contact: The O.D. Institute, Attn: Dr. Donald Cole, RODC (Registered O.D. Consultant), Management/Clinical Psychologist, 781 Beta Drive, Suite K, Cleveland, OH 44143 USA. Tel: (216) 461-4333. Fax: (216) 729-9319. E-mail: aa563@cleveland.freenet.edu.

June 26-26, 1996. Third Biennial International Conference on Advances in Management. Theme: Recent advances in the theory and research in management and administration. Marriott Hotel, 2345 Commonwealth Avenue, Newton, MA 02166 USA. Please submit papers by **November 30, 1995** to conference president Dr. M. Afzalur Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel & Fax: (502) 782-2601. E-mail: Arahim@delphi.com.

July 8-11, 1996. International Federation of Scholarly Association of Management Third World Conference. Theme: "Management of Intangibles," Paris FRANCE. Please submit papers by **December 1, 1995**, to Academy of Management IFSAM Program Chair, Carolyn R. Dexter, Ph.D., School of Business Administration, Penn State Harrisburg, 777 W. Harrisburg Pike, Middletown, PA 17057-4898 USA. Fax: (717) 948-6456. E-mail: dbi@psuvm.psu.edu.

August 9-14, 1996. 1996 Academy of Management Meetings. Theme: "Learning From Unusual Events." Cincinnati, Ohio USA. Submit papers by **January 9, 1996** to Conflict Management Program Chair, Robin Pinkley, Edwin L. Cox School of Business, Southern Methodist University, Dallas, TX 75275 USA. Tel: (214) 768-3172. Fax: (214) 768-4099. E-mail: rpinkley@mail.cox.smu.edu. □

Signals on the Horizon

1996 Conference to Meet in Ithaca, New York

by Ray Friedman, Program Chair

IACM's annual conference will move to Ithaca, New York in 1996 and will meet from June 2-5. In addition to being on the campus of Cornell University and surrounded by the beautiful countryside of upstate New York, the meeting will be held at the Statler Hotel – a first-rate facility run by Cornell's School of Hotel Administration. Betsy Wesman, IACM's Local Arrangements Chair, is finalizing plans for a cruise on the Cayuga Lake, and is working on a possible visit to Corning's Glass Museum. Following the success of last year's conference format, the Conference will begin on Sunday. This makes it more convenient for IACM members to buy cheaper weekend airfares. The Awards Banquet will be held on Tuesday night.

Making this year's conference especially exciting will be the presentation of our Life Time Achievement Award to Anatol Rapoport for his work on game theory and peace making. Thomas Kochan, one of America's foremost authorities on labor-management relations and organizational change will deliver the Keynote Address.

The deadline for submissions is February 1, 1996. Enclosed in this newsletter is a copy of the *Call for Papers*. Please note this flier and prepare your submissions according to those guidelines. One change from previous years should be noted: This year we will consider extended abstracts (at least 1,000 words) that provide sufficient information for review (although priority will be given to completed papers). In addition to individual papers, we strongly encourage innovative ideas for symposia, debates, or other types of sessions. We also welcome suggestions for additional all-conference speakers or events. If you have an idea that requires some help to organize or implement, please feel free to contact me (preferably much earlier than February 1). My address is: Dr. Ray Friedman, Owen Graduate School of Management, Vanderbilt University, Nashville, TN 37203. Tel: (615) 322-3992. Fax: (615) 343-7177.

Electronic Signals

E-mail for IACM Central

There is now a separate IACM e-mail address at the University of Minnesota. IACM materials intended for Thomas Fiutak can be sent to: IACM@gold.tc.umn.edu. Tom also maintains the IACM archives and he takes requests for copies of previously-presented IACM conference papers.

Very important: We still have less than 50% of the e-mail addresses of IACM members. Take five minutes out and send a brief note to us at the IACM@gold.tc.umn.edu address so that we can expand our overall list. If you know of any other colleagues who would be interested in IACM material, send us their address as well. Thank you!

Global Diversity Forum

This discussion list for is for individuals engaged in human resource management, education & training consultants, and anyone else in a group-leading capacity. The main purpose of Global Diversity Forum is to provide a platform of cross-disciplinary communication with a focus on aspects of human relations in business and education. To join, send an e-mail message to: majordomo@igc.apc.org. Leave the "subject" line blank. In the body of the message type the text: subscribe diversity-forum. Any questions or comments should be forwarded to the National Association for Diversity Management, 6107 SW Murray Blvd 300, Beaverton, OR 97008 USA. Voice mail: 503-643-9506. Fax: 503-671-9302. E-mail: nadm@nadm.org.

Newsletter Appears On-line

TIP, the newsletter of the Society of Industrial/Organizational Psychology is now available on-line. The homepage address is as follows: <http://cmit.unomaha.edu/TIP/TIP.html>. Check it out!

ONE Addition to the Net

For those of you interested in Organization and the Natural Environment (ONE), this group now has a homepage. Check them out at: ONE-L%CLVM.BITNET@UBVM.cc.buffalo.edu.

On a Quest for Peace

Peaceweb is a World-Wide Web site operated by the peace and social concerns committee of the Ottawa Monthly Meeting Society (Quakers). It maintains resources in the following areas: overcoming violence, promoting peace, international developments, links to other Quaker activities, and book reviews. For more information, contact: peaceweb@ottawa.net.ca.

Institute of Peace Seeks Volunteers

The United States Institute of Peace has a homesite on the World-Wide Web concerning conflict in Northern Ireland and South Africa. They are asking for volunteers to evaluate these pages. If you are a subject specialist or have knowledge in conflict resolution, please contact the Institute at: 1550 M. Street, NW, Ste. 700, Washington, D.C. 20005-1708 USA. Tel: 202-457-1700. Fax: 202-429-6063. E-mail: usip_requests@usip.org.

For Further Information, Consult Information Axis

Information Axis is a private on-line global distribution and publishing service created to aid individuals and organizations involved in social concerns and humanitarian issues such as children's issues, conflict mediation and resolution, displacement, healthcare, emergency management, job creation, and development. Under the category of "Conflict Resolution," one finds 47 multi-cultural conflict titles. There are 79 titles dealing with Children and adolescents conflict. For more information, contact: PO Box 1613, Lancaster, PA 17608 USA. Tel: (717) 291-5466. Fax: (717) 291-9000. E-mail: infoaxis@infoaxis.org. For a printed version of the catalog, e-mail your mailing address to: infoaxis@infoaxis.org.

Survey Participants Sought

Elayne Shapiro and Brenda Allen are conducting exploratory research on conflict and e-mail and are looking for individuals to complete a survey. They are focusing on instances where people COULD have used face-to-face communication, but instead CHOSE to handle the conflict using e-mail. They are interested in the kind of conflict where people need to settle a problem with someone rather than the kind of conflict where people argue about politics, social issues, the merit of a theory, etc. If you would be interested in assisting them in their research, please contact them at: shapiro@uofport.edu or Brenda.J.Allen@Colorado.EDU. □

Award Nominations Sought

One portion of the 1996 Ithaca conference includes the IACM Best Academic Book and Article awards. Eligible works are any journal article published in 1994 and any book concerning the area of conflict as long as (1) it has academic importance, (2) it is a single or co-authored text rather than an edited volume, and (3) the first edition is published in 1993, 1994, or 1995. Please send your nominations for Outstanding Journal Article Award before February 1, 1996, to: Laurie Weingart, Graduate School of Industrial Administration, Carnegie Mellon University, Pittsburgh, PA 15213, USA. E-mail: Weingart+@cmu.edu. Nominations or suggestions for Best Academic Book Award may be sent before December 1, 1995, to Carsten de Dreu, Yale School of Management, Box 1a, New Haven, CT 06520 USA. E-mail: c.k.w.de.dreu@ppsw.rug.nl. □

New Journal Available

Due to a recent agreement with Kluwer Publishers, the IACM is pleased to offer members subscriptions to a new journal, *International Negotiation*, for a substantial discount off the regular price: US\$75.00 rather than \$155.00). Please use the enclosed order form to subscribe. Mail your subscriptions directly to Kluwer at the address shown on the order form—DO NOT mail the form to the IACM or to *Signal*. □

Upcoming Conferences

October 25-27, 1995. Fourth Annual Conference on Emerging Issues in Mediation. Madison, WI USA. Contact: Emerging Issues in Mediation, Wisconsin Center, Room 105, 702 Langdon Street, Madison, WI 53706 USA. Tel: (608) 262-7942. Fax: (608) 265-3163.

November 2-5, 1995. Services Sector Conference. Theme: "Services Sector Revolutions: Dilemmas and Opportunities for Labour." Centre for Research on Work and Society Conference Centre, Port Elgin, ONTARIO. Contact: Centre for Research on Work and Society, Suite 276, York Lanes, York University, 4700 Keele Street, North York, Ontario, M3J 1P3.

November 3-4, 1995. Second Annual International Conference Promoting Business Ethics. Warwick Hotel, Manhattan, New York USA. Contact: Mary Maury, College of Business Administration, St. John's University, 8000 Utopia Parkway, Jamaica, New York 11549 USA. Tel: (718) 990-6161 x7356. Fax: (718) 990-1868. E-mail: Charles Wankel at wankel@stjohns.edu.

November 3-13, 1995. Mondragon Cooperatives Study Tour. SPAIN. Contact: Intercommunity Justice and Peace Center, 15 East 14th Street, Cincinnati, Ohio 45210 USA. Tel: (513) 579-8547. Fax: (513) 579-0674.

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

November 16-18, 1995. Education for a Culture of Peace: The Implications for Development and Socialization. Valleta, MALTA. Contact: James Calleja, Institute for Peace and Conflict Studies, Foundation for International Studies, University of Malta, St. Paul Street, Valleta, VLT 07, MALTA. Tel: +356-230793. Fax: +356-230551.

November 21-24, 1995. International Conference on Conflict and Development in Adolescence. Gent, BELGIUM. Contact: ICA, Congress Secretariat, Department of Developmental and Personality Psychology, University of Gent, B-9000 GENT, BELGIUM. Tel: +32-9-233-08-13. Fax: +32-9-262-64-99.

January 3-5, 1996. Global Conference on Small and Medium Industry and Business (GLOCOSM). Bangalore, INDIA. Contact: Dr. A.V. Shanmugam, General Chair-GLOCOSM, SDM Institute for Management Development, 2244 Vinoba Road, Mysore, INDIA 570 005. Tel: 91-821-34060. Fax: 91-821-22559.

January 18-20, 1996. Second International Mediation Conference. Theme: "Mediation and Cultural Diversity." Adelaide, SOUTH AUSTRALIA. Contact: The Secretariat, Techsearch Incorporated, Jan Wood, GPO Box 2471, Adelaide, SA 5001, AUSTRALIA. Tel: +61 8 267 1755.

February 8-10, 1996. Academy of Family Mediators, First Annual Mid-Winter Conference. Miami, Florida USA. Contact: Program Committee, AFM, 4 Militia Dr., Lexington, MA 02173 USA. Tel: (617) 674-2663. Fax: (617) 674-2690. E-mail: afmoffice@igc.apc.org.

February 21-24, 1996. Creative Learning: Energizing Lifelong Productivity: The web of personal and professional performance. Tuscon, Arizona USA. Contact: Jim Laukes, University of Arizona Extended University, 1955 East Sixth Street, Tuscon, AZ 85721 USA. Tel: (520) 621-8632 x253. Fax: (520) 621-3269. E-mail: jlaukes@ccit.arizona.edu.

March 25-28, 1996. 22nd LAUD-Symposium. Theme: "The Cultural Context of International Business and Technology." Contact: Dr. Rene Kirven or Dr. Jan Ulijn, Gerhard-Mercator-Universitat-GH-Duisburg, FB 3 / Anglistik, Lotharstr. 65, D-47048 Duisburg, GERMANY. Tel/Fax: +49 203 379 2402. E-mail: he225di@unidui.uni-duisburg.de.

March 28-30, 1996. Western Academy of Management Conference. Theme: "Collaboration Within Competitive Contexts." Banff, Alberta, CANADA. Contact: Kay Stratton Devine, Faculty of Business, University of Alberta, Edmonton, Alberta T6G 2R6, CANADA. Tel: (403) 492-5414. Fax: (403) 492-3325. E-mail: kstratto@gpu.srv.ualberta.ca.

May 2-3, 1996. 1996 WIPCOD Conference. Theme: "Divorce, Loss and Learning Disorders." Madison, WI USA. Contact after January 1, 1996: Ginny Gigot, Box 73, Winnebago, WI 54985. Tel: (414) 235-4910.

May 21-24, 1996. Network, Interaction for Conflict Resolution. Theme: "Conflict Resolution: Transforming the Future." Edmonton, Alberta, CANADA. Contact: David Elliot, The Network, Conrad Grebel College, Waterloo ON N2L 3G6, CANADA. Tel: (519) 885-0880 x30. Fax: (519) 885-0806. E-mail: nicr@waterservl.uwaterloo.ca.

June 7-8, 1996. Innovative Teaching in Human Resources and Industrial Relations. Atlanta, GA USA. Contact: Bruce E. Kaufman, W.T. Beebe Institute of Personnel and Employment Relations, Georgia State University, University Plaza, Atlanta, GA 30303-3083 USA. Tel: (404) 651-2922. Fax: (404) 651-3299. E-mail: ecfbek@gsusgi2.gsu.edu.

June 26-29, 1996. Third Biennial International Conference on Advances in Management. Marriott Hotel, Newton, Boston USA. Contact: Afzal Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel & Fax: (502) 782-2601. E-mail: arahim@delphi.com.

July 8-12, 1996. The International Peace Research Association (IPRA) 16th General Conference. Theme: "Creating Nonviolent Futures." University of Queensland, AUSTRALIA. Contact: John Synott, IPRA Program Director, Locked Bag No. 2, Red Hill Post Office, Brisbane, Qld. 4059 AUSTRALIA.

July 22-27, 1996. Academy of Family Mediators Annual Conference. Breckenridge, CO USA. Contact: Academy of Family Mediators, Suite 255, 1500 S. Hwy 100, Golden Valley, MN 55416-1596 USA. Tel: (612) 525-8670. Fax: (612) 525-8725.

Training Programs

November 6-8, 1995; December 4-8, 1995. The Mediation Process: Concepts, Skills, and Strategies. Fees: \$1,100. Contact: CDR Associates, 100 Arapahoe Avenue, Suite 12, Boulder, CO 80302 USA. Tel: (303) 442-7367 or 1-800-MEDIATE. Fax: (303) 442-7442. E-mail: cdr@netcom.com.

November 7-10, 1995. Community Board Program. Focus on beginner through advanced conflict-resolution skills for student peer mediation and staff development. San Francisco, CA USA. Information: (415) 552-1250.

November 27-December 1, 1995. Mediating EEO, Personnel, and Employee Disputes. Fees: \$1,100. Contact: CDR Associates, 100 Arapahoe Avenue, Suite 12, Boulder, CO 80302 USA. Tel: (303) 442-7367 or 1-800-MEDIATE. Fax: (303) 442-7442. E-mail: cdr@netcom.com.

January 25-26 & 29-31, 1996. Mediation of Legal Disputes: Basic Skills Training for Lawyers, Judges, and Other Professionals. Fees: \$1,295. Boston, MA USA. Contact: Laura El-Azem, J.A.M.S/Endispute, 73 Tremont St., 4th Floor, Boston, MA 02108 USA. Tel: (617) 228-0200 or (800) 400-3773. Fax: (617) 228-0222. □

Members Identify Influential Books

In the last two issues of *Signal*, members identified the books that most influenced both their decision to work in the area of conflict management and their thinking within this field. In this issue, we print the final list of responses 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 they are printed as given, I do not verify the accuracy or completeness of publication information.] This list is comprised of members from outside of the United States, and their selections illustrate issues specific not only to their countries but also concerning conflict management studies as a whole. Once again, notice the diversity of titles stemming from the wide range of disciplines represented by IACM. Hopefully, you will discover in this list a few books worthy of further exploration. Thanks to all that participated in this "nonscientific survey." Happy reading! The Editor.

"The three books that most influenced my thinking are:

- (1) Touzard, H. (1977). *La Mediation et la Resolution des Conflits*. Paris: PUF. This book is a good starting point for a first contact with the main elements that are present in the negotiation process.
- (2) Walton, R.E. & McKersie, R.B. (1965, 1991). *A Behavioral Theory of Labor Negotiations. An Analysis of a Social Interaction System*. New York: ILR Press (School of Industrial and Labor Relations). This book represents a good framework of the components that are structuring inter- and intra- organizational negotiations.
- (3) Mastenbroek, W.F. (1989). *Negotiate*. Oxford, England: Basil Blackwell. This book constitutes the operative foundations for training and improving negotiators' skills."
Rosa Carames, Universidade de Santiago de Compostela, A Coruna, SPAIN.

"The books on conflict that most influenced my thinking and research are:

- (1) Deutsch, M. (1973). *The Resolution of Conflict: Constructive and Destructive Processes*. New Haven: Yale University Press. One of the classics of the discipline, and the best in my opinion. Fit my optimistic way of viewing life (and conflict). Strengthened and encouraged my interdisciplinary perspective on conflict resolution research and practice.
- (2) Forester, J. (1989). *Planning in the Face of Power*. Berkeley: University of California Press. Parts of it deal with the conflicts we cope with as planners and the ways planners can be involved in integrative conflict resolution. Strengthened my interest and commitment to investigating ADR transferability and applicability to different professional and cultural environments.
- (3) Susskind, L., Cruikshank, J. (1987) *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York: Basic Books. This book relates theory to practice. Enriching, stimulating, excellent.
- (4) Not a book, but must be mentioned: Marry Parker Folett's pioneer contribution to the integrative conflict resolution model."
Ariella Vraneski, Technion-Israel Institute of Technology, Haifa, ISRAEL.

"I would like to mention just one book:

Acland, Andrew Floyer. *A Sudden Outbreak of Common Sense*.
Nadja Spegel, University of Queensland, AUSTRALIA.

"My favorite books are:

- (1) Trompenaars, Fons. (1993). *Riding the Waves of Culture: Understanding Cultural Diversity in Business*. London: The Economist Books.
- (2) Pruitt, Dean G. (1981). *Negotiation Behavior*. New York: Academic Press.
- (3) Lampi, Mirjalisa. (1986). *Linguistic Components of Strategy in Business Negotiation*. Helsinki School of Economics."
Annette Grindsted, Odense University, DENMARK.

"I nominate:

- (1) UNDP *Human Development Report*, 1994. New York: Oxford.
- (2) Keohane, Robert O., Nye, Joseph S., & Hoffman, Stanley, (Eds). (1993). *After the Cold War: International Institutions & State Strategies in Europe, 1989-1991*. Massachusetts: Harvard University Press. Country by country articles discuss how various institutions and governments tried to contain the collapse of the Soviet Union.
- (3) The much reprinted Dougherty, James & Pfaltzgraff, Robert. (1990). *Contending Theories of International Relations*. New York: Harper Row. Also had many of its models reconfirmed, ie. on Integration, Balance of Power, and Modern Approaches by New States to the International System."
Martin Rupiah, Defense Studies Center, Harare, ZIMBABWE.

"My selection is:

- (1) Mummendey, A. (Ed). (1984). *Social Psychology of Aggression: From Individual Behavior to Social Interaction*. New York: Springer.
 - (2) Pruitt, D.G. & Rubin, J.Z. (1986). *Social Conflict*. New York: Random House.
 - (3) Tedeschi, J.T., Schlenker, B.R., & Bonama, T.V. (1973). *Conflicts, Power, and Games*. Chicago: Aldine.
- These three have been stimulating for my own research and thinking."
Volker Linneweber, Potsdam Institute for Climate Impact Research, GERMANY.

"I suggest these three books:

- (1) Luce, R.D. & Raiffa, H. (1966). *Games and Decisions*. New York: Wiley.
 - (2) Walton, R.E. & McKersie, R.B. (1965, 1991). *A Behavioral Theory of Labor Negotiations. An Analysis of a Social Interaction System*. New York: ILR Press.
 - (3) Schelling, Thomas. (1960). *Strategy of Conflict*. Cambridge: Harvard.
- All three of these books fascinated me when I encountered them in graduate school. All make accessible but serious intellectual contributions that have wide-ranging applicability. I had delusions that I might use my dissertation to write a new, updated version of *Games and Decisions*. I found Walton and McKersie's ability to use collective bargaining as a model for many social interactions particularly insightful. And Schelling's creativity showed how widely game theory can be applied. They are all still wonderful books to read and be inspired by."
Keith Murnighan, University of British Columbia, Vancouver, CANADA.

"The three books on conflict that have most influenced my thinking and research are:

- (1) Gulliver, P.H. (1979). *Disputes and Negotiations: A Cross-Cultural Perspective*. New York: Academic Press.
 - (2) Pruitt, D.G. (1981). *Negotiation Behavior*. New York: Academic Press.
 - (3) Ury, W.L., Brett, J.M., & Goldberg, S.B. (1988). *Getting Disputes Resolved*. Cambridge, MA: PON Books."
- Anne L. Lytle, Hong Kong University of Science and Technology, HONG KONG.

"My choices are:

- (1) The book that has influenced me most is Zartman, I. William & Berman, Maureen R. (1982). *The Practical Negotiator*. New Haven: Yale University Press. This book gave me important insights as to the phases and levels of negotiation.
 - (2) The next important book for me is Kremeniuk, Victor (Ed). (1991). *The International Negotiation*. San Francisco: Jossey-Bass. This book, especially Kremeniuk's articles were influential to me as they introduced the contexts of negotiation to me.
 - (3) The third most important book on bargaining is Schelling, Thomas. (1960). *The Strategy of Conflict*. Cambridge: Harvard, which led to my interest in game theories."
- Timo Kivimaki, University of Lapland, Rovaniemi, FINLAND.

"My personal preferences refer to books that consider conflicts as a problem of international relations and especially of the military aspect of these conflicts.

- (1) Bloomfield, Lincoln, & Leiss, Amelia. (1969). *Controlling Small Wars: A Strategy for the 1970s*. New York: A. Knopf. This book puts forward the idea for structuring conflicts in six objectively living phases and the causes of the transition between phases. This structure is developed and elaborated in my work 'Political-Military Strategy for Crises Management and Conflict Prevention'.
 - (2) Staudenmaier, William. (1985) "Conflict Termination in the Third World: Theory and Practice," Chapter 10 of *The Lessons of Recent Wars in the Third World*. Lexington, MA: Lexington Books. On the issue concerning solving conflicts, the synthesis offered by Staudenmaier is objectively applicable in the South-Eastern Europe region.
 - (3) Brecher, Michael. (1992). *Crises in World Politics*. Pergamon Press. A fundamental book comprised of the contemporary views on this issue. The author offers a detailed explanation and illustration of a wide specter of alternative decisions on each stage of the escalation and the solution of the crisis."
- Valeri Ratchev, CNSS, Sofia, BULGARIA.

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"My candidates are:

- (1) Schelling, Thomas C. (1960). *Strategy of Conflict*. Cambridge: Harvard. Classic setting out cooperative behavior.
- (2) Raiffa, Howard. (1982). *Art and Science of Negotiation*. Cambridge: Harvard University Press. This provides a systematic treatment of negotiation and its grounding in a consistent framework.
- (3) Axelrod, Robert M. (1984). *Evolution of Cooperation*. New York: Basic Books. This is a relevant extension of Schelling and reflects a brilliant strategy for stretching your research beyond your own abilities."
Heather A. Hazard, Copenhagen Business School, DENMARK.

"Three books which have influenced my thinking and research on conflict management most:

- (1) Burton, J. & Dukes, F. (Eds). (1990). *Conflict: Readings in Management and Resolution*. London: Macmillan.
- (2) Donohue, W.A. & Kolt, R. (1992). *Managing Interpersonal Conflict*. London: Sage.
- (3) Deng, F.M. & Zartman, I.W. (1991). *Conflict Resolution in Africa*. Washington: The Brookings Institute."
Eghosa E. Osaghae, University of Transkei, SOUTH AFRICA.

"Here is my list for the IACM poll:

- (1) Pruitt, D. (1981). *Negotiation Behavior*. New York: Academic Press.
- (2) Axelrod, R. (1984). *The Evolution of Cooperation*. New York: Basic Books.
- (3) Thibaut, J. & Walker, L. (1975). *Procedural Justice: A Psychological Analysis*. Hillsdale, NJ: Erlbaum."
Darius Chan, Chinese University of Hong Kong, HONG KONG.

"The following three books have had a significant impact on my professional work, including research, training other professionals, and academic teaching:

- (1) Kolb, Debra & Bartunek, Jean (Eds). (1993). *Hidden Conflicts in Organizations*. Newbury Park: Sage. This book has refocused my thinking on the irrational, informal, and latent dimension of coping with conflicts, especially within tightly structured organizations. It undoubtedly fills an important gap frequently overlooked within the rational decision-making paradigm and is highly relevant for many Israeli organizations, especially the politicized governmental organizations.
- (2) Worchel, Stephen & Simpson, (Eds). *Conflict Between People and Groups*. This book constitutes a good demonstration of how to integrate classic group-related theories from various levels of analysis (interpersonal, interethnic, and international), as well as blending both applied and theoretical orientations, an issue which has become quite central in my work.
- (3) Pruitt, Dean & Carnevale, Peter J. (1993). *Negotiation in Social Conflict*. Pacific Grove, CA: Brooks-Cole. Finally, this book, which is in fact a continuous influence dating back to graduate school, with Professor Dean Pruitt as my advisor and with Dr. Peter Carnevale (at that time a senior graduate student) guiding both my applied work, namely training professionals in the area of education, community work, etc., as well as academic teaching and research."
Helena Syna Desivilya, Haifa University, ISRAEL.

"The three books on conflict management, bargaining, and mediation that have most influenced me:

- (1) Glasl, Friedrich. (1990). *Konfliktmanagement, Ein Handbuch für Führungskräfte und Berater*. Verlag Paul Haupt Bern/Verlag Freies Geistesleben Stuttgart.
- (2) Ryan, Stephen. (1995). *Ethnic Conflict and International Relations*. Brookfield, VT: Dartmouth.
- (3) Horowitz, Donald L. (1985). *Ethnic Groups in Conflict*. Berkeley; University of California Press."
Norbert Ropers, Berghof Research Center for Constructive Conflict Management, Berlin, GERMANY.

"The books on ethnic conflicts and their management which have influenced my research are:

- (1) Lijphart, Arend, (1977). *Democracy in Plural Societies: A Comparative Explanation*. New Haven: Yale University Press.
- (2) Smith, Anthony. (1986). *The Ethnic Origins of Nations*. Oxford, New York: Basil Blackwell.
- (3) McGarry, John & O'Leary, Brendan (Eds). (1993). *The Politics of Ethnic Conflict Regulation*. London, Routledge."
Dusan Janjic, Forum for Ethnic Relations, Belgrade, SERBIA.

"The three books that have most influenced me are the following:

- (1) Walton, R. & McKersie, R. (1965). *A Behavioral Theory of Labor Negotiations*. McGraw Hill.
- (2) Deutsch, M. (1973). *The Resolution of Conflict*. Yale University Press.
- (3) Druckman, D. (1977). *Negotiations: Social Psychological Perspectives*. Hollywood, CA: Sage."
Hubert Touzard, Rene Descartes University, Paris, FRANCE.

"Books on conflict and related topics:

- (1) Coser, L.A. (1956). *The Functions of Social Conflicts*. New York: Free Press.
 - (2) Bacharach, S.B. & Lawler, E.J. (1981). *Bargaining, Power, Tactics, and Outcomes*. San Francisco: Jossey-Bass.
 - (3) Pfeffer, J. (1981). *Power in Organizations*. Marshfield, MA: Pitman Publishing."
- Lourdes Munduate, University of Seville, SPAIN.

"The following have most influenced my thinking and research:

- (1) Dorow, Wolfgang. (1977). *Unternehmungskonflikte als Gegenstand Unternehmenspolitischer Forschung (Business Conflicts as a Field of Business-Political Research)*. Berlin: Duncker & Humblot. It was with this book that I began, during my doctorate research, to systematize both the conflict fields and phenomena in business. This book was also integral in establishing for me the link between the existence of conflict and the exercise of power.
- (2) Reber, Gerhard (ed). (1980). *Macht in Organisationen (Power in Organizations)*. Stuttgart: Poeschel Verlag. The book gave me a number of ideas. The most important contribution was an article in the book by Wolfram Braun and Georg Schreyoegg: "Zu den Genetischen und Normativen Grundlagen des Machtbegriffs" ("To the Genetic and Normative Foundation of the Power Definition"). This book was significant in showing me the importance of the problem an agent possesses because of limited power reserves. In this way, it helped me expand my theory of the decision-making process. This theory concerned itself with the allocation of limited power reserves based on perceived conflict phenomenon and its importance."

Andreas G. Nikolopoulos, Athens University of Economics and Business, GREECE.

Based on the recommendations of the IACM members who participated in this admittedly unscientific poll, we can identify the "Top Five" books that were listed in the three *Signal* articles on this subject. The list is as follows.

Walton, R.E. & McKersie, R.B. (1965). *A Behavioral Theory of Labor Negotiations*. New York: McGraw-Hill.

Deutsch, M. (1973). *The Resolution of Conflict*. New Haven: Yale University Press.

Pruitt, D. (1981). *Negotiation Behavior*. New York: Academic Press.

Schelling, Thomas C. (1960). *Strategy of Conflict*. Cambridge: Harvard University Press.

Raiffa, Howard. (1982). *Art and Science of Negotiation*. Cambridge: Harvard University Press. ▀

Executive Officer Report

by Tomas R. Fiutak, Executive Officer

Hello! Recently, I hosted a visit from Professor Sakae Sugai, Professor of Management, Tokyo International University and Director of the Japan Institute of Negotiation (JIN). This was an exciting visit; as we seek to expand the IACM into Pacific Rim countries, it is important to make contacts such as this. Not only did Dr. Sugai join the IACM, but he also took a number of IACM brochures with him to share with colleagues in the JIN. His group meets monthly in Tokyo and would be an excellent forum to exchange research questions, collegial interests, and pursue professional contacts. His group is a mixture of both scholar/researcher and practitioner/business orientations. IACM members may wish to contact Professor Sugai directly via e-mail: sugai@tiu.ca.jp; or fax: 81-492-32-119. Similarly, questions and issues raised by the JIN group will be sent to the IACM e-mail at the University of Minnesota (e-mail address: IACM@gold.tc.umn.edu), where appropriate switchboarding will be attempted. Also, if you do contact Professor Sugai via e-mail, it may be of help to send a copy of your transmittal to the IACM@gold.tc.umn.edu address. That would allow us to make the connection with responses we may receive in return from the JIN group.

Regarding membership: We are working on an *IACM Membership Directory*. In order to do this, we need your e-mail address and your fax number! Also, as we are preparing our updated membership list for IACM, it appears that we are singularly in need to expand our membership from Central and South America, Africa, and India. Any help in locating interested parties from these areas would be much appreciated. If you have a name, postal address, or an e-mail address, simply send it our way by e-mail, fax, or post. We will follow up with a brochure and membership application form.

New names that members may see in e-mail and letters from the IACM include two student interns, Maral Moukhamadyarova and Jenni Davis, and a research assistant, Oscar Galiaga, all of whom will be watching over the IACM at various times with me. I appreciate their assistance, as well as the participation of all of the members! ▀

Special Report: Conflict Management Around the World

In this issue, we begin a series of reports by IACM members about conflict management issues in their countries. In recent months, we have received so many reports that we cannot print them all in one issue. We hope that you will find these reports to be informative; they may also serve as useful "background" readings for certain comparative conflict management courses. – *The Editor.*

Conflict Management in Zimbabwe and Her Role in Regional and Continental Crisis Management

*Martin Rupiah, Defense Studies Center, Department of History
MP 167, Mt. Pleasant, Harare, ZIMBABWE*

Zimbabwe, since the end of the Cold War, has suddenly been thrust into the forefront of regional and African-wide conflict management. Her participation has been evident in the areas of preventative diplomacy and peacekeeping. But why is this so?

It seems to me part of the explanation of this development has its roots in the internal policies Zimbabwe implemented which addressed her own internal, potentially explosive socio-political differences demonstrating both ethnic and regional divisiveness. The timing was also significant, as this was done mostly before the collapse of the former Soviet Empire in 1989-1990.

On 22 December 1987, the two major contending political parties in Zimbabwe, clearly based on ethnic as well as regional affiliation in the country, ZANU (PF) [Zimbabwe African National Union], led by Robert Mugabe and ZAPU [Zimbabwe African Peoples Union], under Joshua Nkomo, formally united to form ZANU (PF). As a direct result of this agreement, a Second Vice Presidency was created for the leader of the smaller party, in this case Nkomo, complete with control of the influential Ministry of Home/Internal Affairs and, amongst other important government posts, the parcelling out of coveted Diplomatic and Ambassadorial appointments abroad (1). This process of accommodation and tolerance seemed to pacify and soften the more hard edges of then-existing internal dissatisfaction within the conflict and resulted in marked social and political stability.

The success of the policy was, additionally, not lost on the region, as similar states experiencing the same sort of problems seemed to adopt the same sort of example (2).

Based on the strength of her own internal stability, Zimbabwe's political leadership has extended this influence to the region's areas of conflict and political dysfunctions. First, shots were exchanged between Botswana and Namibia over the smaller border areas, Sidudu Island. Harare played host in trying to amicably address the crisis through negotiations. Unfortunately, this did not satisfy some of the parties involved and the issue was then referred to the International Court of Justice in Geneva. The important point to note, though, is that the matter was before the courts and the shooting had been stopped. Secondly, late last year, Lesotho erupted in a mooted military coup, a new feature, presently absent in Southern Africa, and Zimbabwe, together with Botswana and South Africa, decisively moved in to dissuade the soldiers and to return power to the civilian authorities. Finally, beginning with the deployment of peace monitors in UNIVEM II (3), Zimbabwe has taken the lead in the region by participating in Peacekeeping Operation under United Nations auspices in Rwanda, Somalia, and now plans to return with the appointments of the UN Force Commander together with an Infantry Battalion in UNIVEM III.

Conclusively therefore, Zimbabwe is at the center of regional and continental conflict management as a direct result of policies adopted at the close of the Cold War era. This position appears to have infused itself with the contemporary international approach to the area's conflict management mechanisms.

Endnotes

1. During Zimbabwe's War of Liberation, popularly known as the Second Chimurenga, Moscow backed ZAPU. Following the agreement, retired Major General J. Maseko, formerly one of leaders of the military arm of ZAPU, i.e. ZIPRA [Zimbabwe People's Revolutionary Army], was appointed as Ambassador to Moscow, where he still is.

2. South Africa, faced with two potential sources of dissatisfaction, created a Second Vice Presidency for the National Party, NP, leader, De Klerk and appointed Gatsha Buthelezi of Inkatha Freedom Party, IFP, the Home Affairs Minister. Malawi and Angola have since followed suit. However, a worrying feature in the region is Mozambique. That country seems to be exhibiting all the signs of social and even physical breaking apart, and yet incumbent politicians appear not about to ameliorate the situation by conforming to the regional trend.

3. United Nations Peace Mission on Angola from the 1988 Bicesse/New York Agreement.

Conflict Management in Nigeria

Eghosa E. Osaghae, Professor & Head, Department of Political Studies
University of Transkei, Umtata, SOUTH AFRICA

Conflict management as a systematic approach to resolving conflicts is fairly well-developed in Nigeria. This is most obvious at the political level where the country's federal system with its built-in structures and processes of consensus-building, plurality, and balancing has provided the framework for managing conflicts. One notable instrumentality in this regard is the federal character principle which combines elements of the consociational principles of proportionality and quota system with distributive justice in the composition of government and its agencies as well as in the "authoritative allocation of values" at the federal, state, and local levels. Although the application of this principle has sometimes generated tensions and disagreements, especially in public sector employment and admissions to public educational institutions, it has worked remarkably well in infusing the values of tolerance and "live and let live" which engender peaceful management of political conflicts. The federal character principle has, however, not been sufficient to resolve the critical question of political domination which has recently led to proposals for a system of rotational presidency according to which the headship of government at the national level will be rotated among the zones in which the country will be divided.

At the non-formal level where a great deal of intergroup and interpersonal conflicts are generated and managed, there is a prevalence of what may be called the traditional mechanism of conflict management. This is largely because the vast majority of Nigerians live in the rural areas, and a high proportion of urban dwellers remain bound by traditional and cultural formations. Traditional mechanisms of conflict management revolve around traditional rulers who are the spiritual and father-figure (most communities in Nigeria are patrilineal) heads of ethnic groups, clans, villages, emirates, communities and so on. In practice, there is no limit to the kinds of conflicts traditional authorities can deal with: these range from matrimonial and domestic interpersonal conflicts to settling disputes between the president and state governors. Traditional religions, rituals, and customary law, all of which commonly take organic solidarity (community togetherness) as the *raison d'être* of conflict management, also feature prominently, and, indeed, are intricately related to traditional authorities. One of the unresolved issues of conflict management in Nigeria is how to properly (and creatively) combine traditional mechanisms with legal-rational ones. Unfortunately, scant research has gone into analyzing the traditional forms of conflict management and how they can be reconciled to the more formal "modern" forms.

Which brings us to the state of conflict management research in Nigeria today. Given the enormous diversity of the country's 'divided society' (there are over 250 ethnic groups with a mishmash of religious cleavages, for example), and the intractability of ethnic, regional, religious, and other conflicts which pervade the country, one expects a high degree of research devoted to conflict management. But this is not the case. By far, greater attention has been focused on analyzing conflicts, particularly ethnic conflicts. In fact, conflict management as a distinct subject of concern has not crystallized. Very few studies have therefore specifically addressed issues of conflict management. One major reason for this is the absence of institutions or research centers dealing with conflict management (recently, however, Professor Nnoli has set up one such center at Nsukka, and Dr. Iyorchia Ayu has also set up a similar outfit in Jos). Other reasons include the dearth of students of conflict management, the absence of conflict management from the curricula of mainstream academic disciplines, the absence of up-to-date journals and books from libraries (for example, the *Journal of Conflict Management* remains virtually unknown in Nigeria), and the non-availability of research funds. There is hope, however, that, as more researchers on conflict join research networks and come into contact with new-style discourses, and through the efforts of institutions like Nnoli's new center, the state of conflict management research in Nigeria will improve.

Serbian-Albanian Conflict

Dusan Janjic, Ph.D, Forum for Ethnic Relations
Belgrade, SERBIA

Serbian-Albanian relations are, at present, marked by conflicts which have all the characteristics of inter-ethnic confrontation, bearing in mind that their protagonists, their interests, and their procedures are "ethnified." That is, essentially, the so-called realistic social conflict. It revolves around the status of the Albanians and control over Kosovo. That is the conflict between the majority (which opted for isolationism) and the minority (which chose separatism), wherein both sides aim at the attainment of

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pan-ideas (irredentism). Namely, it has to do with the establishment of Greater Serbia and Greater Albania. That is one of the most important political conflicts in Europe. However, it is also a conflict which goes beyond the sphere of politics and penetrates all pores of the social life.

All in all, Kosovo appears to be closer to the peace than to the war. That is, the prospect of a peaceful resolution of the Kosovo conflict is being opened. This prospect offers two possibilities: first, division of territories, or an agreed and peaceful delimitation, and, second, guarantees of rights of the Albanians.

However, there is little chance that a solution like the division of Kosovo, territorial delimitation between the Serbs and the Albanians along ethnic lines, could be carried out without numerous local and regional conflicts. Separation of the Albanians, or Kosovo, would most probably intensify the aspirations of Albanians in Macedonia for separation and unification with other Albanian lands. That could launch the issue of new alliances (i.e. between Serbia and Greece or Turkey and Bulgaria in cooperation with Albania, Albanians and Muslims from Serbia and Bosnia and Herzegovina). With all of these possibilities the position of Macedonia becomes precarious and its future uncertain. The solution should, still, be sought for in the provision of guarantees of the right to the national identity of the Albanians and the autonomy of Kosovo such that it would ensure the relevant guarantees in the cultural, economic, administrative, and political sphere. This actually has to do with the idea of a "special status" which guarantees the following: the right to non-discriminated, cultural rights anticipated by the instruments of the UN, OSCE, and Council of Europe; the right of freely chosen national or ethnic affiliation and the exercise of any right deriving from that specific affiliation; enjoyment of the "special status" ("autonomy") which includes the right to use a national symbol, the right to second citizenship in addition to the republican citizenship, the rights to education, to legislative bodies, and to administrative structure, including regional police and courts. That requires from the majority population—the Albanians—to renounce secession, and from Serbia, i.e. Yugoslavia, to relinquish a part of their sovereignty in relation to the minority population. This process demands international guarantees and control of the transition from conflict to joint living, confidence, and cooperation.

Conflict Management Practices and Research in Israel

Helena Syna Desivikya
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with

Ariella Vraneski, Center for Urban and Regional Studies, Conflict Resolution Group
Technion-Israel Institute of Technology, Technion City, Haifa 32000, ISRAEL

Not surprisingly the issues of conflict resolution are quite central in the Israeli society, due both to the protracted Jewish-Arab conflict, and also because this is a rather young nation facing many developmental struggles, most notably frequent competition among various groups for rather scarce resources. Although Israel is a society of many contradictions, in spite of this reality it is startling that research and practice dealing directly with conflict resolution, and alternative dispute resolution in particular, is quite a new field here. Scholars have been dealing with the issue for a couple of years (e.g. Benjamin Yanuv, Faculty of Sociology, Bar Ilan University; Zeev Maoz, Department of Political Science, University of Haifa, and a few others), but academic and public awareness concerning conflict resolution methods and alternative dispute resolution specifically is relatively recent. Changes are afoot, however, as Israel is confronted with the social problem of violence in schools, in the family, and in society at large.

For many years conflict management has been examined by and large in the context of the Jewish-Arab conflict, with university-based centers (e.g. Davis Institute of the Hebrew University, the Tami Steinmetz Center for Peace Studies at the Tel-Aviv University, and the Jewish-Arab Center of the Haifa University) being engaged in both research and applied work. A small number of Israeli university faculties (Social Work, Law, Urban Planning, Political Science) are presently teaching mediation. However, a growing interest in the area of conflict resolution issues is being seen in the increased organization of continuing education programs, study days, and seminars. Many other nonprofit organizations, seeking to enhance democracy in Israeli society, have also contributed to training in the context of Jewish-Arab relationships (e.g. ADAM Institute).

Labor relations constitutes another widely investigated domain in the context of conflict management, with a major focus on collective disputes within the formal and legal framework.

In the course of the last several years there has been a growing interest in the theories and implementation of the Alternative Dispute Resolution Principles (ADR), starting with the family arena, but spreading into the community, the legal system, business, as well as public policy and planning, and environmental problems. In August 1993, the Ministry of Justice formally recognized mediation as a method of dispute resolution by adding section 79(c) to the regulations governing civil court proce-

dures. The added section defines mediation and provides judges with the option of suggesting this method to litigating parties in any civil lawsuit. The Justice Ministry has set up an interdisciplinary group to deal with the introduction of ADR, in particular mediation, in the Israeli society.

Different professional groups, such as lawyers, social workers, educators, etc., have expressed an interest in receiving conflict management and specifically mediation training with the potential for subsequent application of this knowledge and skills in their professional fields. Representatives of these groups have already been exposed to some basic training by lawyers and social scientists, who had been trained and had practiced ADR in the US. Governmental bodies, such as the Ministry of Education, the Ministry of Labor and Welfare, the Police, and some of the municipal authorities have also expressed an interest in ADR as a potential means to mitigate violence and to enhance constructive community relationships. The Education Ministry, for example, has initiated a modest peer-mediation program.

Dispute Resolution Centers (nonprofit organizations) were founded and are being formed in major cities throughout Israel—Jerusalem, Tel-Aviv, Haifa, and Beer-Sheba—with the goal of providing conflict resolution services (e.g., mediation), providing training, conducting interdisciplinary research, and developing a local network of professionals in the field of conflict management. Last year, for example, a group of scholars and practitioners concerned with conflict resolution among Israelis and Palestinians met in Jerusalem to discuss ways of cooperating. It was decided to initiate a Conflict Resolution Forum, which would convene meetings, organize networking, share experiences and ideas, and provide opportunities for closer cooperation. Among the institutions represented in the Forum are:

Adam Institute for Democracy and Peace; Adel Institute for Democracy and Conflict Resolution; Arab Studies Society; Bethlehem Conflict Resolution Center; Center for Non-Violent Communication; Center for Urban and Regional Studies of the Technion—Haifa; Israel Association for Social Health and the Solution of Conflict; Israel Mediation Center; Israel-Palestine Center for Research and Information, Jerusalem Institute for Israel Studies; Leonard Davis Institute—Hebrew University; Palestinian Center for Non-Violent Communication; Tami Steinmetz Center for Peace Research of Tel Aviv University; Truman Institute at the Hebrew University; and the Van Leer Institute.

In addition to the creation of Dispute Resolution Centers, some interdisciplinary teaching and research groups have also formed. One example of the latter is the Conflict Resolution Research Group, a joint initiative of researchers from several universities and institutes who come from different disciplinary backgrounds: primarily planning, social work, economics, law, sociology, psychology, and political science, as well as others with similar backgrounds working in the field.

The Group is now in charge of promoting integrative approaches for direct and assisted (mediated) negotiations and developing programs for teaching and training in this area suited to Israel.

Current research and project topics in urban and regional studies areas are:

- Conflict management in urban and regional spheres:

- The applicability of ADR approaches, with specific reference to:

1. national highway planning

2. sustainable development

- Multiple use of public spaces—above or below ground: Conflicts and conflict resolution approaches.

- Intrastate boundaries determination: The applicability of integrative approaches.

- International Environmental Negotiation: Premises and promises of a new approach. The case of Israel-Arab countries discussions.

- Development of a mediation training program for planners.

In summary, the area of conflict management is indeed gaining momentum and is penetrating into most areas of life in the Israeli society—family, schools, community, ethnic relations, public policy, the environment, and international relationships. Although the whole field is still in its infancy here, there is great potential waiting to be developed.

More About Our Conflict Resolution Research Group for the Center of Urban and Regional Studies of the Technion

Ariella Vraneski, Center for Urban and Regional Studies, Conflict Resolution Research Group
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The Conflict Resolution Research Group is a joint initiative of researchers from several universities and institutes who come from different disciplinary backgrounds: primarily planning, social work, economics, law, sociology, psychology, and political

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wide range of topics related to Human Resources and Industrial Relations. He 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. The IACM congratulates Dr. McKersie on his achievements and is honored that he could attend the conference to receive the award personally.

Other important awards were also presented. Eghosa E. Osaghae of the University of Ibadan, NIGERIA, won one of two Best Conference Paper Awards for his work, "Adjusting the Human Rights Approach to Ethnic Conflict Management: A Theoretical Formulation and a Nigerian Case." Linda Babcock, Xianghong Wang, and George Loewenstein, all of Carnegie Mellon University, won the other for their paper, "Choosing the Wrong Pond: Social Comparisons that Reflect a Self-serving Bias."

The Awards Committee, chaired by Deanna Womack, also made its selections. A subcommittee led by Tricia Jones selected the 1994 book, *The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition* by Robert A. B. Bush and Joseph Folger as winner of the Outstanding Applied Book Award. Betsy Wesman reported that the Best Published Article award was given to Nam Hyeon Kim, Jim Wall, Dong-Won Sohn, and Jay S. Kim, for their June, 1993 article, "Community and Industrial Mediation in South Korea." *Journal of Conflict Resolution*, 37, 361-381. Congratulations to all of the award winners! α

First Joint Conference... from page 1

learning more about international, inter- and intra- group, organizational, environmental, and even marital conflict. Participants came from all over the world, including the United States, Western and Eastern Europe, Israel, Nigeria, and Hong Kong. Due to excellent catering, we all grew a little fatter, and, due to outstanding research presentations and discussions, we all grew a little wiser. Thanks to all that attended. We certainly hope to see you again at our 1996 IACM meeting in Ithaca, New York USA. α

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science, as well as others with similar backgrounds working in the field.

The Group is now in charge of promoting integrative approaches for direct and assisted (mediated) negotiations and developing programs for teaching and training in this area suited to Israel.

Current research and project topics in urban and regional studies areas are:

Conflict management in urban and regional spheres:

-The applicability of ADR approaches, with specific reference to:

1. national highway planning
2. sustainable development

Multiple use of public spaces—above or below ground: Conflicts and conflict resolution approaches.

Intrastate boundaries determination: The applicability of integrative approaches.

International Environmental Negotiation: Premises and promises of a new approach. The case of Israel-Arab countries' discussions.

Development of a mediation training program for planners. 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 US\$15.00, IACM members receive a year's subscription to the newsletter, *Signal*, a membership directory, and discounts on subscriptions to the *International Journal of Conflict Management*, *International Negotiation*, and *Negotiation Journal*. 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 USA. Tel: (612) 625-3046. E-mail: IACM@gold.tc.umn.edu.
