

Kochan, Rapoport, to Address Conference

The International Association for Conflict Management (IACM) conference will have two distinguished scholars attending the 1996 meeting, Thomas Kochan and Anatol Rapoport.

Thomas A. Kochan will give the Keynote Address at the conference. The title of his talk is, "The Growing Demand for Conflict Resolution: Are we up to the Challenge?" Anatol Rapoport will receive the Life Time Achievement Award.

After receiving his Ph.D. in Industrial Relations from the University of Wisconsin - Madison in 1973, Dr. Kochan served on the faculty of the School of Industrial and Labor Relations at Cornell University. He also served as a consultant to the U.S. Secretary of Labor in the Department of Labor's Office of Policy Evaluation and Research in 1979-1980.

Dr. Kochan is currently the George M. Bunker Professor of Management at MIT's Sloan School of Management. He came to MIT in 1980 as a Professor of Industrial Relations. From 1988 to 1991 he served as head of the Behavioral

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Ithaca Conference Taking Shape

by Ray Friedman, IACM Program Chair

The 1996 International Association for Conflict Management (IACM) conference is filled with great papers and great ideas. We will have panels about social dilemmas in negotiation, new theories of mediation, cross-cultural issues in dispute resolution, ethics, diversity, environmental conflict, organizational conflict, and the role of affect (emotion) in negotiation and mediation. In total, the program includes about 60 papers and five symposia. In addition to the regular program, four sessions deserve special mention:

David Kottenstette will conduct a workshop on drama and disputes, entitled, "Theatre and Conflict: Skills for Everyday Life." This will involve participants in improvisational games that can be used to analyze and resolve disputes. The session will be offered as a two-hour "pre-conference activity" on Sunday morning and will be limited to twenty people. So please call Dave Kottenstette directly (U.S. tel: 303-388-8483) to reserve your place in his workshop. For more information, please see the related article.

Dean Tjosvold, Kwok Leung, and Anne Lytle have organized a series of three symposia on "Conflict in Asia." The first includes scholars from Hong Kong, Korea, Thailand, Japan, and Vietnam who will discuss regional conflicts from an Asian perspective. The second symposium includes five North American scholars who will apply Western theories to conflict and dispute resolution in Asia. The third symposium brings all of these scholars together for a joint session that will be this year's Keynote Symposium. Professors Harry Triandis of the University of Illinois and Morton Deutsch of Columbia University will be discussants for the Keynote Symposium (please see related article).

Having a conference at Ithaca brings us close to a group who are among the world's most experienced negotiation trainers. Professor Mike Gaffney and his colleagues, working through the Extension School of the Cornell University School of Industrial and Labor Relations have provided training to hundreds of companies and unions in the U.S. They will discuss their experiences and highlight the lessons they have learned during a panel session entitled, "Can Interest-based Training Really Work? A Report on Eight Years of Experience at Cornell." Mike describes his session in greater detail in a related article.

Tom Kochan of Massachusetts Institute of Technology will present this year's Keynote Address (see accompanying article, column 1). His talk is tentatively

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The President's Corner

by Jim Wall, IACM President

Having survived the blizzards and frigid temperatures of the "Winter of '96" here in Columbia Missouri, I'm looking forward to a warm June and our IACM convention in the rolling (snow-free) hills of Ithaca, NY. By now you should have received your registration packet. I encourage you to send in your conference registration form and hotel reservation materials.

The success of our upcoming meeting is based upon the hard work of numerous individuals. First, Roy Lewicki's team of Sally Blount, Kwok Leung, and Norbert Ropers generated a list of outstanding publication award nominations which they passed along to the appropriate award committee. Of these, Carsten de Dreu (Chair), Etty Jehn, and Rob Robinson will select the best 1993-1995 Academic Book Award. The best 1994 Article/Edited Book Chapter Award is being made by a committee consisting of: Laurie Weingart (Chair), Bruce Barry, Bill Smith, and Jan Pieter van Oudenhoven. Our former IACM President, "Minnesota Dean in Hong Kong" Tjosvold is heading up our Outstanding Dissertation Award (1994-1995) Committee. Serving with him are Onne Janssen and Paul Olczak.

Once again, Linda Putnam is serving as our Award Preparation and Transportation Committee. After the award decisions are made, Linda will have the plaques engraved and will personally transport all the plaques - heavy as they may be - to the conference site.

As your recently-received mailing indicates, our Election Nominations Committee [Trish Jones, (Chair), Bill Bottom, and William Ross] has been diligently at their task, selecting two candidates for President-Elect and four candidates for Board Members-At-Large. Please attend the Business Meeting at the conference in Ithaca to learn of the election results and to discuss other important issues.

Our External Network Committee (Daniel Druckman, Kamil Kozan, Soren Viemose, Evert van de Vliert, and myself) continue to explore opportunities for building liaisons with other conflict management organizations. Such connections, we feel, will be of critical importance for our future meetings outside of North America. Speaking of future meetings, I appreciate the work of the committee that is exploring locations for the 1997 meeting (see the "Signals on the Horizon" column in this issue to learn of our likely choices).

In their respective articles, Ray Friedman (Program Chair) and Betsy Wesman (Local Arrangements Chair) report on our upcoming program, facility, location, and special events for our 1996 meeting in Ithaca. Among these events are a Sunday lunch cruise, and a Museum tour and dinner. Please plan to join us on the cruise, the tour, a jog around the Cornell Plantation, a beverage at the Statler Hotel and an exciting academic conference. To both Ray and Betsy, I would like to express my appreciation for their many hours of hard work, past and continuing. Putting together a program and overseeing local arrangements are arduous - at times maddening - tasks, and to Ray and Betsy we express our utmost appreciation.

I would also like to express the Association's appreciation to our Executive Officer, Tom Fiutak and his crack staff. Day in, day out, questions must be fielded, dues collected, bills paid, forms completed, etc. etc. For us, Tom cheerfully does it all. Thank you!

While offering gratitude, I'd like to note the efforts of our Newsletter Editor, William Ross and his staff. Over the years they has brought us an increasingly innovative, informative, and popular communique. In my opinion, the previous Newsletter was the best I've read from any organization.

Finally, if you have any general queries, suggestions, complaints (or questions about dealing with frozen water pipes), contact me at: Dr. Jim Wall, Department of Management, 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. □

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Shannon Pennefeather and Chris Van de Voort, *Signal* interns at the University of Wisconsin at La Crosse, greatly assisted in the preparation of this issue. The technical expertise of Christian Cook of Simply Graphics, West Salem, Wisconsin, is also deeply appreciated.

Upcoming Symposia at IACM Conference

Conflict in the Asian Context: Learning From Diverse Perspectives

by Dean Tjosvold

The next century is expected to be "The Century of the Pacific." People in the Pacific Rim nations are forming partnerships to do business and to build their societies, but these require a great deal of conflict management and negotiation. The "Conflict in the Asian Context" symposium brings together researchers from Asia and North America committed to understanding conflict management in Asia and how to improve conflict management between Asia and the West.

Nations from Asian countries provide needed insight into how their cultures and histories impact how they deal with conflict. North American researchers provide Western theories and empirical methods to bear upon these issues. This symposium provides a forum for all to discuss enduring issues, including useful models to study conflict and its origins, the relevance of traditional empirical methods, and obstacles to doing research in Asia. The discussion should be far-reaching but also focused. Morton Deutsch and Harry Triandis will serve as moderators.

Can Interest-Based Training Really Work? A Report on Eight Years of Experience at Cornell

by Mike Guffney

Since the mid-1980s, a dozen or so faculty at Cornell's School of Industrial and Labor Relations have been engaged in the development and refinement of an interest-based bargaining training intervention intended primarily for labor-management applications, such as contract negotiation and grievances involving contract interpretation. Cornell's two-day, in-house training course has been delivered approximately one thousand times to over 500 organizations throughout North America. Both formal and informal follow-up to these interventions have raised a number of issues regarding the utility of such training and application techniques.

In this session, many of these issues will be discussed among the panelists and conference attendees. It is anticipated that they will include, among others:

- To what extent is facilitation necessary?
- To what extent is formal agreement to specific ground rules a help or a hinderance?
- Is it helpful or not to give this system of bargaining a name?
- How should issues related to the bargaining agent-constituent relationship be treated with this type of bargaining?
- How should "distributive issues" be handled?

Please join us for a lively discussion of a timely topic!

Theatre and Conflict: Skills for Everyday Living

by Dave Kottenstette

By its art, theatre teaches us skills for everyday living, like decision making, collaboration, and cooperation. Further, it can provide insights into human behavior and interpersonal relationships. Theatre-based activities can even be useful in the mediation process. For example, often peer mediation programs benefit from theatre games introduced to the process to build collaboration. Further, it is possible to use drama to teach a variety of skills useful to understanding different kinds of disputes and conflict communication issues.

How can theatre games teach people positive and productive conflict management skills? This pre-conference workshop will explore this question, using several levels of theatre activities. Many activities involve elements of the conflict dynamic which when played can help foster new conflict skills. For example, warm-up role plays can help disputants rehearse useful skills that they can apply in the real conflict situation; others can help disputants think creatively. Still others help the parties consider power-status relationships. Conference participants will be invited to engage in a series of improvisational games and theatre activities that demonstrate just how positive interpersonal conflict management skills can be developed and nurtured.

The workshop is a "hands-on" experience, yet no theatre background is required to attend; one of the happy tenets of theatre is its ability to embrace all skill levels. Workshop participants will learn by doing so they can see just how the series of games can be used in the larger context of conflict. By the end of the session, workshop members should have enough information to explore the use of theatre games in their practice, classrooms, or in their communities. Additional support material will also be made available. So "take a creative leap" – attend this pre-conference workshop and see for yourself that in many respects the art of theatre is often the art of productive conflict process. ▢

Fun Things to do When at the Ninth Annual Conference

by Elizabeth Wesman, Local Arrangements Chair

The ninth annual conference of the IACM will be held June 2-5, 1996, in Ithaca, New York. We will be occupying the entire Statler Hotel on the campus of Cornell University for lodging and meeting rooms. Ithaca is located on Cayuga Lake in the heart of the Finger Lakes area of New York State. It is surrounded by state parks, waterfalls, rolling hills and magnificent views. In addition, it is within one day's driving distance of more than a dozen wineries, the Corning Glass Works, Niagara Falls, Toronto, and the Adirondak Mountains. Situated between two breathtaking gorges, the campus offers spectacular views of Cayuga Lake.

The Statler Hotel is an ideal conference center. It is the teaching hotel for the Cornell University School of Hotel Administration. Students from around the world come to the Statler to learn the art of providing hospitality in food and beverage and in accommodations. Its facilities include small, medium and large conference rooms. In addition, there are a large auditorium and ballroom for plenary sessions, featured speakers, the business meeting, and our awards banquet. The hotel has two in-house restaurants, and is a short walking distance away from College Town with a variety of informal restaurants. Besides its dining areas, the Statler has a comfortable lounge area for "gathering" during the conference, which also offers beverages and light snacks in the afternoon and evening.

While the conference opens officially with the afternoon sessions on Sunday, June 2, there will be an "unofficial" kick-off Sunday morning, with a cruise! We will sail on the "Finger Lakes-sized" cruise ship *MV Manhattan* from the dock located in Ithaca at the foot of Cayuga Lake. A full brunch will be provided during the cruise. The ship sails north on giving its passengers a wonderful view of the surrounding countryside. The cruise ship is enclosed, so weather is no object, but June is reputed to be Ithaca's sunniest month. Price of the cruise is \$25.00 per person, including transportation to and from the ship. You can sign up for the cruise with your conference registration.

Sunday night we will have a Barbecue Buffet on the Statler Terrace, and Tuesday evening the Awards Banquet will be held in the Carrier Grand Ballroom (both dinners are included in the cost of registration). If you venture away from the Statler for lunches you can explore the culinary variety of Ithaca. A listing of restaurants, prices, and directions will be provided at registration.

On Monday night, we have exclusively reserved the Rockwell Museum in Corning, New York. It contains the most comprehensive exhibition of American Western art in the Eastern U.S. The glass collection comprises more than 2000 examples of work by Frederick Carder, co-founder of Steuben Glass. A full buffet dinner will be provided at the museum. Tour guides will be available throughout the evening, or you can browse the museum on your own. Price of the Rockwell Museum tour and dinner is \$40.00 per person, including transportation to and from Corning. As with the brunch cruise, you can sign up for the museum visit and buffet with your conference registration.

Despite its scenic location, Ithaca is easy to get to. USAir and Continental Airlines serve the Tompkins County Airport - about 5 miles (9km) from the University. Direct flights are available from Syracuse, Pittsburgh, Philadelphia, Boston, New York, and Newark airports. In addition, virtually all major airlines serve Hancock International Airport in Syracuse, 60 miles (100km) north of Ithaca. Limousine, taxi, bus and rental car services are available at both airports. For those who will be driving to Ithaca, directions are provided in the registration brochure. α

Come Early, Stay Late! It is easy to integrate the conference into a **super** early summer vacation. There are many wonderful things to see and do around Ithaca. For example:

- You can hike Cornell's **magnificent gorges**, or jog along miles of trails in the **Cornell Plantations**. You can take in an exhibit at the **Herbert F. Johnson Museum of Art**, browse the **Campus Store**, or stop at the **Dairy Bar** for genuine Cornell ice cream.
- You can view the planets at **Fuertes Observatory** - within walking distance of the Statler Hotel. You can birdwatch at the **Laboratory of Ornithology**, hike or swim at **Buttermilk Falls, Taughannock Falls** (the highest falls east of the Mississippi).
- You can shop at the specialty shops lining the **Ithaca Commons** downtown.
- You can visit any one of a dozen **wineries** along Cayuga and Seneca Lakes. You can return to **Corning** (site of our Rockwell Museum special event) and enjoy the **Corning Glass Museum and Factory Tour** (where they make Steuben Glass), as well as historic **Market Street**.
- You can play **tennis or golf** at Cornell facilities. You can take a **hot-air balloon ride** in Newfield, or a **glider ride** near Elmira.
- You can also **sit very still** - and simply enjoy being in one of the most beautiful regions in the Northeast United States.

IACM Election Ballots Mailed

by Tricia Jones

The elections for IACM officers are being held this spring. Ballots have been mailed to members and are due back by April 1; results will be announced at the 1996 IACM conference in June. The Nominating Committee (Tricia Jones, William Ross, and William Bottom) received a strong response to requests for nominations issued last Fall. Many members nominated fellow members – a sign of a healthy and growing organization!

The nominees for the office of President-Elect are: (1) Peter Carnevale of the Psychology and Labor & Industrial Relations Departments at the University of Illinois at Urbana-Champaign, and (2) Elizabeth (Betsy) Wesman, of the Syracuse University School of Management. The person elected for this position will serve as IACM President for the 1997-98 year.

The nominees for the Board of Directors include the following: (1) Susan Brodt of Duke University's Fuqua School of Business; (2) Sanda Kaufman, of the Planning and Public Administration Department at Cleveland State University; (3) Roy Lewicki, Professor of Management and Human Resources at The Ohio State University; and (4) Robert Robinson of Harvard Business School. Two of the four nominees will be elected to serve on the IACM Executive Board for the 1996-98 term where they will make decisions that guide our organization.

If you receive this newsletter before April 1 and have not done so already...vote! ☐

Signals on the Horizon

by Tricia Jones

Continuing the IACM tradition, the 1997 IACM conference will be held outside North America. Next summer we will be heading to the beautiful Rhineland to celebrate our annual conference at the Gustav Stresemann Institute in Bonn, Germany. Tentative dates for the conference are June 15-19.

Local Arrangements Chair for the conference is Norbert Ropers of the Berghof Research Center in Berlin. Norbert and his staff have considerable experience in hosting conferences for scholars and practitioners in areas of conflict management. Thanks to their local arrangements expertise, we can all look forward to a European conference site that, in addition to being an excellent facility for paper presentations and discussions, also upholds the standards of comfort, conducive informality, convenience, and culinary delight we have enjoyed in our other European conferences.

Bonn is a beautiful and charming university city located northwest of Frankfurt and just south of Köln and Düsseldorf. It combines the charm of a bucolic setting with the sophistication of an international hub. The latter is largely due to Bonn's role as the seat of government of West Germany and the interim seat of Germany's reunited government. Bonn offers excellent culture and cuisine mixed with an unhurried pace and gorgeous surroundings. As the home of Beethoven, Bonn's dedication to music is evident in the many summer concerts and operas offered. Museums abound for those wishing to explore art and history. Or, if you want to explore the pleasures of daily life in the Rhineland, Bonn is home of wonderful shopping, markets, gardens, walkways by the river, and great German food. So plan to attend the 1997 IACM conference in Bonn, Germany. ☐

IACM Member Plans AOM Conflict Program

Dr. Robin Pinkley, active IACM member, is Program Chair for the 1996 Academy of Management (AOM) meeting in Cincinnati, Ohio USA August 9-14. Robin briefly summarized the program:

First, there will be numerous paper presentation sessions, panel discussions, and an engaging preconference program. The Theme of the conference is "Learning from Unusual Events," which is certainly relevant to the study of conflict management.

Second, a Junior (i.e., nontenured) Faculty Workshop for those interested in conflict management, power, and bargaining will be held August 9-10. For applications, contact Don Conlon (302) 831-2081.

Third, a Doctoral Consortium will also be offered August 10 for graduate students at or nearing their dissertation stage of their Ph.D. programs. For more information, contact Barbara Gray at (814) 865-3822.

Finally, numerous social activities are available. A river boat dinner cruise, complete with a live band, will celebrate the Conflict Management Division's Fifth Anniversary as an Academy of Management Division. To reserve a seat on the cruise, or for more information about the conference, contact Robin Pinkley at (214) 768-3172.

So after the IACM conference, have a productive summer, and rejoin your colleagues at the Academy of Management meeting in Cincinnati, Ohio USA. ☐

New Publications by IACM Members

The following articles appeared in print during 1995:

- Babcock, Linda, Farber, Henry S., Fobian, Cynthia, and Shafir, Eldar.** (September, 1995). "Forming Beliefs about Adjudicated Outcomes: Perceptions of Risk and Reservation Values." *International Review of Law and Economics*, 15, 289-303.
- Baron, Robert A.** (1995). "Group Process, Group Decision, Group Action." *Social Work With Groups*, 17, (4), 83-93.
- Bingham, Lisa.** (October, 1995). "Is There a Bias in Arbitration of Nonunion Employment Disputes? An Analysis of Actual Cases and Outcomes." *The International Journal of Conflict Management*, 6, 369-386.
- Blake, Robert R.** (March, 1995). "Memories of HRD." *Training and Development*, 49, 22-28.
- Bonanno, George A.** (1995). "When Avoiding Unpleasant Emotions Might Not Be Such a Bad Thing: Verbal-Autonomic Response Dissociation." *Journal of Personality and Social Psychology*, 69, 975-985.
- Buntzman, Gabriel F.** (Fall, 1995). "Managers' Perceptions of Business Climates in Eastern Europe: The Interplay of Country and Industry." *Multinational Business Review*, 3, 27-37.
- Cahn, Dudley D.** (1995). "Conflict in Personal Relationships." *Contemporary Psychology*, 40, 851-861.
- Card, David and Olson, Craig A.** (January, 1995). "Bargaining Power, Strike Duration, and Wage Outcomes: An Analysis of Strikes in the 1880s." *Journal of Labor Economics*, 13, 32-61.
- Clarke, Clifford and Hammer, Mitchell R.** (1995). "Predictors of Japanese and American Managers' Job Success, Personal Adjustment, and Intercultural Interaction Effectiveness." *Management International Review*, 35, 153-170.
- Dalton, Dan R., and Mesch, Debra** (1995). "The Iron Law of Paternalism in Organizational Justice Outcomes: Two Field Assessments." *Labor Law Journal*, 46, 669-679.
- Daniels, Steven E., and Walker, Gregg B.** (1995). "Managing Local Environmental Conflict Amidst National Controversy." *The International Journal of Conflict Management*, 6, 290-311.
- Davis, Jeffery, and Ludtke, Candace** (1995). "One Road From Stormy Weather to Blue Skies." *The Journal for Quality and Participation*, 18, 34-44.
- DeDreu, Carsten, and Nauta, A.** (1995) "Self-Serving Evaluations of Conflict Behavior and Escalation of the Dispute." *Journal of Applied Social Psychology*, 25, 2049-2059.
- DeWispelare, Aaron R., Herren, L. Tandy, and Cleman, Robert T.** (March, 1995). "The Use of Probability Elicitation in the High-Level Nuclear Waste Regulation Program." *International Journal of Forecasting*, 11, 5-24.
- Eliashberg, Jehoshua, Lilien, Gary L., and Kim, Nam.** (Summer, 1995). "Searching for Generalizations in Business Marketing Negotiations." *Marketing Science*, 14, G47-G60.
- Esser, James K., and Marriott, Richard G.** (August, 1995). "A Comparison of the Effectiveness of Substantive and Contextual Mediation Tactics." *Journal of Applied Social Psychology*, 25, 1340-1359.
- Esser, James K., and Marriott, Richard G.** (September, 1995). "Mediation Tactics: A Comparison of Field and Laboratory Research." *Journal of Applied Social Psychology*, 25, 1530-1546.
- Falkenberg, Loren.** (February, 1995). "Ethical Behaviours in Organizations: Directed by Formal or Informal Systems?" *Journal of Business Ethics*, 14, 133-143.
- Friedman, Raymond A.** (1995). "Deception and Mutual Gains Bargaining: Are They Mutually Exclusive?" *Negotiation Journal*, 11, 243-253.
- Fritzsche, David J. and Sugai Sakae.** (1995). "Exploring the Ethical Behavior of Managers: A Comparative Study of Four Countries." *Asia Pacific Journal of Management*, 12, (2), 37-44.
- Horwitz, Frank.** (1995). "Flexible Working Practices in South Africa: Economic Labor Relations, and Regulatory Considerations." *Industrial Relations Journal*, 26, (4), 257-267.
- Jehn, Karen A.** (June 1995). "A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict." *Administrative Science Quarterly*, 40, 256-282.
- Keltner, Dachner** (March, 1995). "Signs of Appeasement: Evidence for the Distinct Displays of Embarrassment, Amusement, and Shame." *Journal of Personality and Social Psychology*, 68, 441-451.
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- Kolb, Deborah.** (October, 1995). "The Love for Three Oranges; or: What Did We Miss About Mrs. Follett in the Library?" *Negotiation Journal*, 11, 339-349.
- Larrick, Richard P., and Boles, Terry** (1995). "Avoiding Regret in Decisions with Feedback: A Negotiation Example." *Organizational Behavior and Human Decision Processes*, 63, 87-97.

- Leung, Kwok.** (1995). "Systemic Considerations: Factors Facilitating and Impeding the Development of Psychology in Developing Countries." *International Journal of Psychology*, 30, 693-703.
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- Lim, Rodney G., & Carnevale, Peter J.** (October, 1995). "Influencing Mediator Behavior Through Bargainer Framing." *The International Journal of Conflict Management*, 6, 345-368.
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- Note: Many of these publications were identified by searching computerized data bases. Some data bases only list publications by the name of the first author; thus, all authors may not be listed. Also, some data bases do not give complete or fully accurate pagination information. Thus, you should use this list as a beginning point for locating articles that you want to read. You should not treat the citations as they appear in this column as complete bibliographic citations. □

Calls for Papers

Books, and Journals:

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.

The Peace Division of the American Psychological Association plans to publish a new quarterly: *Peace and Conflict: Journal of Peace Psychology*. For further information on contributions, contact Milton Schwebel, Graduate School of Applied and Professional Psychology, Rutgers University, New Jersey, Piscataway, NJ 08855-0819 USA.

The Interdisciplinary Journal of Organization, Theory, and Society is seeking contributions of theory papers, speculative essays, reviews, and theoretically grounded methodology and empirical articles. If interested, in North America contact Marta Calas and Linda Smircich, School of Management, University of Massachusetts at Amherst, Amherst, MA 01003 USA. Tel: (413)

545-5693. Fax: (413) 545-3858. Outside of North America contact: Gibson Burrell, School of Industrial and Business Studies, Warwick University, Coventry, CV4 7AL, UK. Tel: 01203 523513. Fax: 01203 523719.

Call for articles to appear in a special issue of *Scandinavian Journal of Management*: "Reflections on Conducting Processual Research on Management and Organization." If interested in preparing a "cutting edge" article about processual research, contact Professor Arja Ropo or Dr. Paeivi Eriksson, School of Business Administration, University of Tampere, PO Box 607, FIN-33101 Tampere, FINLAND. Tel: 358 31 215 6111. Fax: 358 31 215 7214. E-mail: yyarro@uta.fi or yypaer@uta.fi. Submissions are due **March 30, 1996**.

The Asia Pacific Business Review is seeking papers on the "Chinese" approach to private business management, not only in the Republic of China (Taiwan) and Hong Kong, but also in other nations where organizations are managed primarily by ethnic Chinese. For more information contact Dr. R.I. Westwood, Dept. of Management, Chinese University of Hong Kong, Shatin, New Territories, HONG KONG. Tel: (852) 260 977 93. Fax: (852) 260 351 04. E-mail: westwood@cuhk.hk. Submissions are due **June 1, 1996**.

The editors of *Advances in Industrial and Labor Relations* (AILR) and the Executive Board of the Industrial Relations Research Association (IRRA) announce a call for papers on the topics of "New Forms of Work Organization: Impacts on Enterprises and Employees," and "Labor Organization in New Contexts: Innovations in Organizing, Bargaining, and Representation." Papers are due **October 1, 1996** and three copies should be sent to Professor David Lewin, Graduate School of Management, 110 Westwood Plaza, Los Angeles, CA 90095-1481 USA.

Conferences

April 26-27, 1996. International Working Group on Public Sector Productivity of the International Institute of Administrative Sciences, Helsinki, Finland. Deadline: **As soon as possible**. Contact: Professor Arie Halachmi, University of Twente, Faculty of Public Administration and Public Policy (BSK), PO Box 217, 7500 AE Enschede, The NETHERLANDS. Tel: 31 53 489 4554. Fax: 31 53 489 2255. E-mail: a.halachmi@bsk.utwente.nl or halach01@harpo.tenstate.edu.

May 19-24, 1996. The 11th Annual Meeting of the international, inter-organizational, interdisciplinary Research Study Team on Nonviolent Change and the Twenty-sixth Annual Information Exchange on "What is New in O.D. and Human Resource Development?" The University of South Alabama's Brookley Conference Center, Mobile, Alabama, USA. Deadline: **As soon as possible**. Contact: The Organization Development Institute, 11234 Walnut Ridge Rd., Chesterland, OH 44026-1299 USA. Tel: (216) 461-4333. Fax: (216) 729-9319. E-mail: aa563@Cleveland.Freenet.edu.

Oct. 11-12, 1996. The Third Annual South Dakota International Business Conference, Rapid City, South Dakota, USA. Sponsored by Northern State University. Any aspect of international business. Contact: Rohan Christie-David, Northern State University, 1200 South Jay Street, Aberdeen, SD 57401 USA. Tel: (605) 626-3002. Fax: (605) 626-2431. E-mail: christir@wold.northern.edu OR Douglas Ohmer, Northern State University, 1200 South Jay Street, Aberdeen, SD 57401 USA. Tel: (605) 626-2981. Fax: (605) 626-2431. E-mail: ohmerd@wolf.northern.edu. Deadline: **May 1, 1996**.

Oct. 17-19, 1996. American Society for Competitiveness, Atlanta, GA. Theme: "Competitiveness and Alliances in a Global Marketplace." Submissions due: **May 6, 1996**. Contact: Dr. Shaker Zahra, Dept. of Management, Georgia State University, Atlanta, GA 30303 USA. Tel: (404) 651-3400. Fax: (404) 651-2804.

Oct. 30 - Nov. 1, 1996. The Institute of Behavioral and Applied Management National Annual Conference, Portland, Maine. Submissions due: **July 1, 1996**. Contact: Dr. Pamela Stepanovich, Program Chairman, Wilkes University, Wilkes-Barre, PA 18766. Tel: (717) 831-4706. Fax: (717) 831-4917. E-mail: stepanov@wilkes1.wilkes.edu. α

Nov. 1-2, 1996. International Conflict Resolution Center (ICRC) Conference, Melbourne, Victoria, AUSTRALIA. Theme, "The Media and Ethnic Conflict." Submissions due: **September 1, 1996**. Contact: Dr. Di Bretherton, ICRC, School of Behavioural Science, University of Melbourne, Parkville, Victoria, AUSTRALIA, 3052. Tel: (613)/(3) 934 470 35. Fax: (613)/(3) 934 766 18. E-mail: ic_rc@muwayf.unimelb.edu.au.

March 19-21, 1997. Association for Business Simulation and Experiential Learning, New Orleans, USA. Submissions are due: **October 1, 1996**. Contact: Alan Patz, University of Southern California, School of Business Administration, Los Angeles, CA 90089-1421 USA. Tel: (213) 740-0761. Fax: (213) 749-0541. E-mail: apatz@sba.usc.edu.

July 6-11, 1997. World Congress of the World Federation for Mental Health, Lahti, FINLAND. Deadline: **August 1, 1996**. Contact: Secretariat KaKo Congress Services, P.O.Box 762, FIN-00101, Helsinki, FINLAND. Fax: +35 8 0 492 810. E-mail: kako_ar@cc.helsinki.fi. α

Electronic Signals

Resources:

Harvard Law School's Program on Negotiation (PON) recently launched a homepage on the Web. It contains a "searchable" catalog of teaching materials available for sale through their Clearinghouse, information about each of PON's research projects, and a list of publications and educational opportunities, available through PON. You can find this home page at: http://www.harvard.edu/vine/providers/program_on_negotiation.

In search of victim-offender mediation programs? E-mail the Victim-Offender Mediation Association (VOMA), in care of St. Vincent de Paul Center for Community Reconciliation, at VORP.oc@igc.apc.org. Or, to start a new VORP program, contact Restorative Justice Ministries at RJM_VORP@fresno.edu.

For those interested in evaluating ADR programs, the Institute for Civil Justice at RAND in Santa Monica, CA has published the following document: Rolph, E.S. and E. Moller. (1995). *Evaluating Agency Alternative Dispute Resolution Programs: A User's Guide to Data Collection and Use*. For an abstract or to order a copy, visit the ICJ's homepage: <http://www.rand.org/centers/icj/> or send e-mail to order@rand.org.

Lex Mundi World Reports are now available on the World Wide Web. Each report contains many articles which are supplemented with related sources and topics--connections to legal information both on-line and off-line. This valuable source can be found at: <http://www.hg.org> in the "Journals" section.

Interested in finding communications law resources through the Internet? The homepage for Technical Arbitration and Conflict Resolution (TACR) provides publications, links to related homepages, and other services and is located under the WWW Multimedia Law Site: <http://www.batnet.com.oikoumene/tacr.html>.

Conflict Resolution Unlimited provides sources for student training programs. To learn more, visit their homepage: <http://www.conflictnet.org/cru/>.

Journal information:

Exciting news in electronic journals: *Public Administration and Management: An Interactive Journal* can be found at <http://www.hbg.psu.edu/Faculty/jxr11>. To submit an article, contact Jack Rabin and Robert Munzenrider, editors: e-mail: jxr11@psu.edu.

Also *B->Quest (Business Quest)* is a quarterly electronic journal of business and economics. To review abstracts and articles, check out the homepage: http://www.westga.edu/~busn/b_quest/. For information on submitting a manuscript, contact Carole Scott, editor: e-mail: cscott@sbfbus.westga.edu.

For free copies of the first three issues of *Environmental Damage Valuation and Cost Benefit News*, send your name, organization, address, and e-mail address to: kenacks@delphi.com; tel: (516) 897-9728; fax: (516) 897-9185.

Mailing lists:

Interested in health law resources? Subscribe to the health law mailing list by sending a message to listserv@lawlib.wuacc.edu. The message should read "subscribe healthlaw-L [your name]."

A mailing list for those interested in environmental and public policy dispute resolution is now available from ConflictNet. To subscribe, send e-mail to majordomo@conflictnet.org (note: this may cost money). The message should state "subscribe cr-pulicpolicy." For more information, e-mail conflictnet@conflictnet.org.

Web sites:

If you are interested in business and political issues of the Middle East, you may want to look at the Web page of the Israel / Palestine Center for Research and Information: <http://www.pirsonet.co.il/IPCRI>. IPCRI can be found under "non-governmental groups" on the Pirsonet homepage.

Discussions of "group facilitation" are now available in two ways. The Usenet newsgroup can be found at misc.business.facilitators, or you can e-mail LISTSERV@CNSIBM.ALBANY.EDU. For the e-mail message, type SUBSCRIBE GRP-FACL.

For information on conference announcements specific to management and organization, check out these index pages: <URL:<http://www.iao.fhg.de/Library/conferences/index/Organization.html>> or <URL:<http://www.iao.fhg.de/Library/conferences/index/Management.html>>. Also offered are weekly updates on selected topics by e-mail.

Miscellaneous:

ConflictNet offers a free advertising service. Send announcement to: cr.events@conf.conflict.net. The message will appear in a ConflictNet conference and will be mirrored to the gopher site which can be accessed through the Internet at <gopher.conflict.net>.

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 do not have all of the e-mail addresses of IACM members. Please 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! ☺

Practitioner's Profile

Larry Geller, Rainbow Bridge Mediation and Counseling, Honolulu, Hawaii

Just as few couples in the throes of young love bother with pre-nuptial agreements, few businesses in their courtship phase seem willing to adequately plan what they will do when the honeymoon is only a distant memory and their quarrel is about to end in court. Particularly when an attractive, exotic international partner is involved, it's all too easy to imagine that the romantic interlude will last forever. What? Put an arbitration clause in our contract? That would spoil the pillow talk.

From my experience with international ventures, I know that businesses on this side of the pond skip that necessary but painful discussion at their peril. In an age of business enlightenment, it's foolish not to plan for the possibility of a dispute down the line. Why add another "textbook case" to the textbooks? It would seem wiser to heed their advice.

My international work involves Japan, where I lived and worked for 16 years. My knowledge of the language, culture and business customs has proven to be an invaluable foundation for my later consulting in organization development and dispute resolution. I'll describe some of my observations in this work.

Culturally, Japan is into harmony, and the US side, well, the glamour of an exotic new mate is very distracting. So negotiators still overlook the now commonplace advice to include ADR clauses in their agreements. The best joint venture contracts of course are very well crafted, but some do not serve their makers well when courtship gives way to war. In Japan, with few attorneys and with courts taking decades to deliberate, it is best to abandon the concept of taking recourse through their judicial system. Think ADR. The contract phase is a critical time to get professional advice.

The courtship phase, with frequent high-level trips back and forth and good eating and drinking, can create an illusion of lasting well being and hope. Life is great, not merely good. Working-level management comes into write the contracts, and strangely enough, though they haven't shared the wine, they include no provision for disputes other than contract termination. Often the Japanese working-level talks are lead by a person whose chief qualification is a command of English. The American side sends either a super-tough negotiator who wrings out a lopsided agreement, or a "Japan Hand" who is distant from the core of the business. No, I am not making this up, it happens repeatedly. The results are predictable.

Next, both turn their attention to the more mundane tasks of operating their joint business. At first, all energy is directed to building relationships and putting in place the framework of cooperation necessary for a successful joint venture. Both sides push towards common goals.

Of course, no honeymoon lasts forever. The textbooks say that trouble can begin as the US side becomes anxious for a short-term profit while the Japanese side is more patient. Neither side reads these textbooks. Soon we find each pulling in its own direction, trying to maximize its return and prevent the other from taking unfair advantage. It is an adversarial model of cooperation! And it is dangerous without having procedures in place to deal with the inevitable disputes.

Is this a learning curve that each international joint venture must go through? I don't think so. The best are not like this. So although I prefer to be involved from the beginning, I'm prepared to be the mediator or conciliator, to step between angry or disappointed executives and help restore the peace in a failing relationship. A little sake helps here, too. ☺

Special Report: Conflict Management Around the World

In this issue, we continue the series of reports by IACM members about conflict management issues in their countries that was begun in the previous 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 Australia

Nagia Spegel, TC Beirne School of Law, University of Queensland, AUSTRALIA

Conflict management practices in Australia have rapidly expanded in the past ten years. In 1986 the Australian Commercial Disputes Center (ACDC) was established in Sydney, the purpose of which was to facilitate the resolution of commercial disputes using conflict management methods and processes. ACDC is not represented in all Australian capital cities and is primarily involved in mediation, conciliation, and arbitration processes.

Lawyers Engaged in Alternative Dispute Resolution (LEADR) is another national organization which actively trains mediators, organizes conferences, and circulates publications dealing with conflict management issues of interest to lawyers. The Conflict Resolution Network is a third national organization which has a strong psychology background and is heavily involved in training and publishing in the area of conflict management skills.

Considerable legislation has also been introduced on a state by state basis throughout Australia. This legislation provides for mediation and the dispute resolution processes in areas such as banking, farm debts, consumer affairs, landlord-tenant disputes, discrimination complaints, industrial disputes and others.

Court-annexed mediation has been introduced into the Australian Federal and Family Courts as well as into state courts. In Queensland, for example, recent legislation has introduced mandatory court-annexed mediation and case appraisal in all state courts whereby a judge or magistrate can refer a case to either of these processes if he or she considers it appropriate.

Perhaps the most significant example of the adoption of conflict management practices in Australia is to be found in the procedures of the National Native Title Tribunal (NNTT). This tribunal was established as a result of the landmark 1992 High Court of Australia **Mabo** decision which acknowledged the concept of native title for Australia's indigenous people. The most important role of the NNTT is to use various conflict management practices such as mediation to assist the parties in reaching an agreement on native title or compensation claims. Indeed the President of the NNTT, Justice French, has commented that a more suitable name for the tribunal might be "The National Native Title Dispute Resolution Service."

On a community level, dispute settlement centers have mushroomed in the past five years and in turn have experienced considerable success. The service is generally free to the public and the mediators are paid a modest fee by the relevant state government. Victim/offender mediations for minor offenses have been recently piloted in conjunction with local police in selected community centers.

Empirical research has so far been limited in Australia. This year the first study of family mediators and their application of and response to the process of mediation has been published (Steer, 1995). Currently underway are a number of projects assessing the attitudes, knowledge, and practice of conflict management processes among Australian lawyers.

In closing, it is perhaps sufficient to comment that changes and developments are occurring so quickly in the area of conflict management that it is difficult to keep abreast of them all. For lawyers, counselors, community workers, and researchers, these are very exciting times in Australia.

References:

Steer, L. (1995). "A Study of Family Mediators." *Australian Dispute Resolution Journal* 6.3, 165-178.

Forming a Crisis Management Strategy in Bulgaria

Valeri Ratchev, LtC, CNSS, Deputy Director, Sofia, BULGARIA

During work on the Military Doctrine and the National Security Concept of Bulgaria, a common agreement has been reached about the necessity of working out a strategy for crisis management and preventing Bulgaria's possible involvement in military conflicts.

The conclusion has been generally motivated by analysis of the behavior of the states in South-Eastern Europe during the crisis in the region after the end of WW II, especially in most recent years. A main characteristic of this behavior is the too-early involvement of armed forces for achieving political goals, thus avoiding the possibilities of peaceful solutions to the conflicts. Crisis management strategy in Bulgaria is a combination between political (diplomatic) and defense activities, with undoubted

priority of the first through which one assures the possibility for interruption of the escalation of the conflict on any stage, even during the eventual military actions. The basis of the strategy is the declared engagement of Bulgaria in any conditions to not use preliminary armed actions and to not aspire territorial diffusion even if involved by force in the military conflict. There exists as well a stable political consensus for non-involvement in conflicts between states in the region. An important movement is a combination of the national decisions and activities with efforts for attracting international security structures for blocking the escalation of conflict.

The armed forces are given an absolutely defensive function, which is implemented through their number in periods of peace, defined as "defensive sufficiency," step-by-step pre-dislocation to the central regions, played on foreign territory, and enlargement of their participation in the international military co-operation (PFP and many joint initiatives). The preparation for war and the military activities themselves are planned relative to the threat character.

The strategy takes into account the limited Bulgarian resources necessary for its implementation. Because of that as a main factor and condition of real crisis management and conflicts, prevention is accepted as the country's association within the common European political and defensive structures.

Danish Values in Conflict Management

Annette Grindsted, Institute of Language and Communication, Odense University, DENMARK

Since people are normally unaware of the cultural values that determine their communicative choices in conflict management, the best thing to do is not to ask the Danes themselves but to consult foreigners with a thorough knowledge of Danish communicative behavior. From their accounts, three important key words can be extracted when conflict management is at issue: homogeneity, consensus, and adaptability.

The Danes' strong impetus for consensus and adaptability may be due to the fact that Denmark is a small country that has seen no religious, political, ethnic, or language cleavages for centuries. In fact, a former British ambassador to Denmark has argued that Denmark is not a country but a tribe. The Danish cultural values system is based on a strong egalitarian ideology. The typical Dane hates social differences. Nobody is allowed to deviate too much from the tribe's norms. This has fostered anti-competitive norms. The division of people into winners and losers is not popular in Denmark. It has also fostered a pronounced anti-hierarchical and anti-authoritarian attitude. The Danes pay as little attention as possible to rank and status. Leaving the ranks in order to distinguish oneself is frowned upon. However, the typical Dane is not against progress. Before making any decision, however, it is important to find consensus. The Danes can discuss a topic for ages in search of this consensus. When discussing they are not controversial or emotional. Their cultural values do not allow emotional display. The Danes would not allow themselves to carry matters to extremes. They would try to minimize the distance between opposed positions, since this would signal emotional control and stability. Decision-making is delegated to a large number of people. They resent the word "power" and prefer that power and responsibility are shared. Once an acceptable compromise has been found, a decision can be made that must be followed by everyone. The role of the typical Danish leader is not to lead the way but to find consensus and to put into effect the decision that everyone has agreed upon.

Conflict Management in Greece

Andreas Nikolopoulos, Assistant Professor in Conflict Management, Athens University of Economics and Business, GREECE

In our country there is a great need for professional conflict management, as intense conflicts are faced in many areas of social relationships. This excludes race, religion, and ecology, the former because Greece is primarily of one race and religion, the latter because there is not a significant level of industrialization to warrant ecological concerns.

Presently, the more frequent causes for high-conflict intensity in Greece are:

a. The Greek government's attempt at full economic integration in the European Union. The changes needed in order to achieve this integration have created problems between the State and social groups which, because of these changes, have lost many acquired rights. For example, during the last few years, political parties have been less likely to cater to voters by giving them positions and other favors in exchange for votes. So, while voters strongly believe in democracy, they are suspicious of the present political parties and their leaders. Conflict will continue until constituents are given significant reasons to vote for politicians.

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b. The increase of demands by each party involved in a conflict. Greeks have, in the last few decades, been one-sided in handling conflicts. The views, goals, values, etc., of the other party as well as the context of the conflict have virtually been ignored. With each party fighting futilely for its own goals, the conflict is, more often than not, a lose-lose situation.

c. Participants have continued to make frequent use of coercion, manipulation, and reward as a basis of power. The first two means dramatically intensify and escalate conflict. The latter is generally utilized for corruptive purposes. Persuasion, which should play an important role but does not, is often described as "a dialogue between deaf people."

Conflict management is actually exercised by practitioners with no formal education, but only experience in this area. Usually the managers are reliable representatives of a party; more often than not they are lawyers. The most important consequences of this situation are:

- a. Sensitivity to conflict is often low, thus social conflicts are confronted only when they have gotten out of hand; and
 - b. it is difficult to control many conflicts when they surface after they have been in latent form for a considerable period.
- It is in this way that the most intense conflicts are not prevented.

The first attempts to formalize conflict resolution in Greece was through the institution of the National Organization for Mediation and Arbitration (OMED), founded in 1992. This organization, which employs 20 mediators and arbitrators, specializes in industrial relations conflicts (where the concern is the signing of collective agreements). Recently, its activities have expanded to general social conflicts. Greece is a good place for scholars of conflict management since many situations lend themselves to conflict analysis and conflict resolutions. In Greece's near future, professional conflict managers will replace those unqualified to evaluate conflict situations. This development will change the entire framework of conflict relations and conflict resolution.

Communication and Conflict Management

Dr. Nosa Owens-Ible, Department of Mass Communications, University of Lagos Akoka - Lagos, NIGERIA

Smarting from the aftermath of the annulment by former President Ibrahim Babangida of the June 12, 1993, presidential polls, Nigeria is proving to be an interesting case study in the use of dialogue in conflict management.

As a result of the crises which the annulment precipitated and the attendant loss of lives, officials in the Interim National Government (ING) voiced their beliefs in dialogue. The involvement of some officials of the Social Democratic party, whose candidate Chief M.K.O. Abiola is believed to have won the elections, hinted at some attempts at accommodation. By the time General Sani Abacha overthrew the Ernest Shonekan-led ING on November 17, 1993, it was obvious that he cashed in on the irresolution of the crisis. The resentment with the failure of the type of dialogue the ING pursued was palpable. One indicator of the character of the ING dialogue was a national broadcast by Shonekan advising that "June 12" be regarded as history.

On assumption of office General Abacha stressed a commitment to dialogue. A meeting with Abiola was given prominence on network television. The inclusion of key Abiola supporters in the cabinet hinted at some motion in the attempt to resolve the debacle. Thereafter a series of statements and counterstatements suggested a breakdown in communication between the government and Abiola.

What was interpreted as a display of opportunism by erstwhile allies of Abiola in the government would later accentuate the crisis. These allies soon started to doublespeak in what amounted to a withdrawal of support from Abiola. The government soon inaugurated a Constitutional Conference and its commitment to dialogue did not apparently recognize the primacy of Abiola to the resolution of the crisis.

Abiola's reaction climaxed in his declaring himself president, an act which led to his detention since June 23, 1994. Since Abiola's detention, titles belonging to the *Concord* newspapers, owned by Abiola, *Punch* newspapers, and *The Guardian* (which was only recently deproscribed after an apology to the government) were proscribed reportedly for their pro-democracy posture, and the government moved decisively against the radical wing of the labor movement and political opposition groups of which the most notable is the National Democratic coalition (NADECO). Some of the key players of NADECO are now in exile.

These developments—the conviction of suspects, including former Head of State General Olusegun Obasanjo, in a coup case, worsening economic conditions, inter-ethnic suspicions, the unsettled issues (rotational presidency, revenue allocation, etc.) from the report of the controversial Constitutional Conference—have become sources of tension locally and of concern internationally. Key sections of the international community are translating their impatience with events in Nigeria into policies which isolate the country.

Although government officials continue to stress a belief in dialogue, observable trends tend in a sense to contradict this. It appears that dialogue has either broken down irretrievably between the government and Abiola or such dialogue ignores his

centrality to the resolution agreement. Worsening this tendency, it seems, are the activities of some pro-June 12 activists who allegedly encourage the government's attitude to the crisis by privately disavowing their public posturing through lobbies of the government for personal privileges.

The Nigerian political crisis thus offers a case study of the face value of communication in conflict management and resolution. This is probably at the heart of the irresolution of the country's political crises.

Recent Changes in Conflict Management in Spain

Lourdes Munduate, Department of Social Psychology, Facultad de Psicología, Adva. San Francisco Javier s/n, 41005 Sevilla SPAIN

The analysis of conflict management in Spain must consider the political transition from dictatorship to democracy and European Community membership. The advent of democracy in Spain, together with the ratification of the Constitution (1986)—that endorses the freedom of negotiations between unions and companies plus the right to carry out industrial action in organizations—has brought about the existence of a new setting for the analysis of conflict and industrial relations. Up until then, an interventionist political perspective had predominated, leading to an authoritarian system of relations in which the State assumed the safeguard of working conditions. The most elementary rights in industrial relations, such as freedom of union membership, freedom of association, and the right to industrial action, were either banned or restricted. The new model allows social agents a free environment in which they may organize themselves and put forward their demands (Cadiz, 1984). As Munduate, Ganaza, Alcaide, and Peiro (1994, p.125) have pointed out, the transition from a paternalistic culture, favored by a politically authoritarian regime, to a more open, plural, free, egalitarian, individualistic, and democratic one, is one of the most outstanding cultural factors in Spanish society influencing conflict management.

All these social and political changes have affected research as well, and the theme of conflict, negotiation, and third party intervention has become a subject of interest for several groups of research, at both theoretical and empirical levels, since the late seventies and eighties (see Peiro and Munduate, 1994). Among the reviews dealing with conflict, we can mention that of Munduate (1992), who provides a systematic overview. Alcaide (1987), characterizes the manager, when faced with conflicting interests, as an actor on stage involved in decision making. Serrano and Rodriguez (1994) and Munduate and Martinez (1994) focus on negotiation as form of conflict management in organizations. Some of the most outstanding empiricals are those carried out on collective bargaining, mediation, and conflict handling styles. *Collective bargaining*: Serrano (1987) approaches the psychological dimensions of collective bargaining, based on Kochan's model (1980), and analyzes the most frequently used tactics for strengthening the power position at the negotiation table (Serrano, 1988). Indeed, Serrano (1990) proposes efficient negotiation behavioral profiles according to negotiation aims and objectives. Baron and Munduate (1995) taking into account the assumptions of Bacharach and Lawler's model (1981) referring to the incidence of the context of bargaining on bargaining outcomes, analyze the relationship between the way bargainers—both managerial and union—attribute power to contextual parameters before the collective bargaining, and the collective bargaining outcomes. Studies by Serrano and Remeseiro (1987) on strategies and tactics employed by different parties in collective bargaining negotiations indicate a current trend to display confrontation in a more open fashion, with more assertive and less authoritarian techniques being employed by management in conflict situations. *Mediation*: The choice of the mediation's strategies in social conflict, derived from Carnevale's model (1986), has been analyzed by Serrano and Mendez (1995). The absence of empirical support of mediation advantages in conflict resolution, shown by the Serrano and Mendez study (1986), confirm the Spanish social actors' lack of confidence in third party interventions, except for judicial authorities (see Rodriguez-Pinero, Rey and Munduate, 1994). *Conflict handling styles*: Data, obtained by Munduate, Ganaza and Alcaide (1993), using self-reported questionnaires, show that Spanish executives tend to use integrating style followed by compromise, and dominating style least of all. However, the results of an observational study indicate that dominating is the second most widely used one after integration.

The period of transition in Spain, from an autocratic society to a modern and participative one, integrated in Europe, has promoted a process of adaptation of managerial attitudes and practices to the new circumstances. This has encouraged a series of changes in interpersonal relations and the ways or styles in which executives have assumed conflict management at work. The empirical data about the greater use of the style of integration confirms the tendency observed in managers in recent years of addressing the interest of other parties as well as their own, seeking new and improved alternatives for both sides. Nevertheless, the significant differences found between managers' reports about their styles of conflict management, and those obtained through observation of their behavior in conflict interaction must be considered. This seems to indicate that cultural and social

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changes which Spanish society has undergone in recent years may explain the development of styles of conflict management on a cognitive level, but not on a behavioral level, and that managers continue to fall back on pressure styles on more occasions than they are willing to admit.

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Announcements

New Journal Available

As announced in the Fall issue of *Signal*, due to a recent agreement with Kluwer Publishers, the IACM is pleased to offer members subscriptions to a new journal, *International Negotiation: A Journal of Theory and Practice*. This journal addresses negotiation concerned with political, business, ethnic, economic, legal, and cultural issues among nations. IACM members can subscribe to this journal for a substantial discount off the regular price: US\$75.00 rather than \$155.00). For more information, contact: Dr. Bertram Spector, Center for Negotiation Analysis, 11608 Le Havre Drive, Potomac, MD 20854. Fax: (301) 309-1962. E-mail: bspector@capaccess.org. Mail your subscriptions directly to Kluwer at this address – *DO NOT* mail the form to the IACM or to *Signal*. □

Libraries Seek Donations

Khon Kaen University in Thailand is developing an institute for conflict resolution to conduct research, education, and training as well as to offer dispute resolution services to the community. They are requesting donations of books, articles, bibliographies and case studies in order to build the University's resource library. Send donations to: Conflict Resolution Working Group, Attention: Ms. Wongsakongdee, Office of the President, Khon Kaen University, Khon Kaen 4002 THAILAND. E-mail: wongsak@KKU1.KKU.ac.th.

The Centre for National Security Studies in Bulgaria is seeking donations to enhance their library collection on conflict management. Items desired include books and articles on conflict and crisis issues. Mail donations to: Valeri Ratchev, LtC, CNSS, Deputy Director, 23 Sheinovo Str., 1504 Sofia, BULGARIA.

UNESCO Announces Research Program

Looking for a research opportunity? The United Nations Educational, Scientific, and Cultural Organization (UNESCO) offers a new program, the Management of Social Transformations (MOST) to foster interdisciplinary, comparative, and policy-relevant social science research. The program focuses on three areas: management of change in multicultural and multiethnic societies; cities as arenas for accelerated social transformations; and coping locally and regionally with economic, technological, and environmental transformations. MOST project should be carried out by multidisciplinary research networks from several countries. Contact the IUPsyS Secretary-General, Gery d'Ydewalle, PhD., at: Department of Psychology, University of Leuven, B-3000 Leuven, BELGIUM. Tel: 32-16-32-59-64. Fax: 32-16-32-60-99. E-mail: gery.dydewalle@psy.kuleuven.ac.be.

Contributions Sought for Bibliography

The International Conflict Resolution Centre (ICRC) is compiling a bibliography of conflict resolution literature. The collection will cover a wide variety of issues relating to conflict resolution, reflecting the cross-cultural and interdisciplinary nature of the Centre. Please send contributions for this bibliography: ICRC, School of Behavioral Science, University of Melbourne, Parkville, Victoria, AUSTRALIA 3052. Tel: (61_3)/(03)3447035. Fax: (61_3)/(03)3476618. E-mail: d.bretherton@psych.unimelb.edu.au.

New Graduate Programs

Nova Southeastern University now offers an interdisciplinary doctoral program in dispute resolution. For more information, please contact the Director of the PhD. program, Dr. Cathie Witty: e-mail: cathie@alpha.acast.nova.edu. Tel: 1-800-262-7978 x5580.

The University of Massachusetts at Boston is offering a new Masters Degree Program in Dispute Resolution for students interested in becoming specialists in dispute resolution and mediation. For more information on this two-year program, contact Program Director David Matz, tel: (617) 287-7376; fax: (617) 287-7099.

Responses to Violence Announced

For the past twenty years, the Alternative to Violence Project (AVP) has been offering workshops to empower individuals to liberate themselves and others from the burdens of violence. Members of the AVP are seeking additional facilitators for future workshops. If you are interested in this or any aspects of the project, write to P.O. Box 300, Mitcham, Vic, 3132, AUSTRALIA.

The Conference on Nonviolence and the Peace Studies Association invite all interested groups and organizations to celebrate "A Day Without Violence" on April 4, 1996. The goal is to focus on alternatives to violence and to promote the processes of peace. If you are willing to organize "A Day Without Violence" within your community, contact Yvette C. Rosser, Austin Metropolitan Ministries, 2026 Guadalupe, Suite 226, Austin, TX 78705 USA.

Conflict Resolution trainers and practitioners are invited to join the Peace and Criminal Justice Network. For information contact Gary J. Margolis, Training Specialist, Vermont Criminal Justice Training Council, RR2 Box 2160, Pittsford, VT 05763-9712 USA; tel: (802) 483-6228; e-mail: gmargoli@moose.uvm.edu.

ADR Center Begins in India

New Delhi, India announces a new International Centre for Alternative Dispute Resolution (ICADR), which was inaugurated in October, 1995. The Centre was set up with the object of avoiding litigation and finding alternative modes of settling disputes. We wish them great success. □

Upcoming Conferences

April 25-27, 1996. Society of Professionals in Dispute Resolution (SPIDR) Regional Conference. "When Cultures Collide: Challenges and Opportunities for Collaboration." Hilton Hawaiian Village, Honolulu, Hawaii, USA. Contact: SPIDR, 815 15th St. NW, Suite 530, Washington, D.C. 20005 USA. Tel: (202) 783-7277. Fax: (202) 783-7281.

April 26-28, 1996. Society for Industrial and Organizational Psychology Eleventh Annual Conference. Sheraton San Diego Hotel & Marina, San Diego, California, USA. Contact: Jack Kennedy. Tel: (212) 490-1600. E-mail: Jackkennedy@bandm.com.

April 30-May 3, 1996. University of Victoria Institute for Dispute Resolution Conference, "Making Peace and Sharing Power: A National Gathering on Aboriginal Peoples and Dispute Resolution," hosted by Songhees First Nation. Victoria Conference Center, Victoria, British Columbia, CANADA. Contact: Catherine Morris, Institute for Dispute Resolution, University of Victoria. Tel: (604) 721-8777. Fax: (604) 721-8774. E-mail: morourke@castle.uvic.ca.

May 2-3, 1996. The 1996 Wisconsin Inter-Professional Committee on Divorce (WIPCOD) Conference. "Divorce, Loss, and Learning Disorders." Holiday Inn Easttowne, Madison, Wisconsin, USA. Contact: Ginny Gigot, Box 73, Winnebago, WI 54985 USA. Tel: (414) 235-4910.

May 9-11, 1996. International scientific symposium. "Management and Development." Protoroz, SLOVENIA. Tel: +386-62-224611. Fax: +386-62-26681. E-mail: moja.duh@uni-mb.si.

May 9-19, 1996. Fourth Annual International Conference on Conflict Resolution. "Sharing Tools for Personal/Global Harmony." St. Petersburg, RUSSIA. Contact: Steve Olweean, Common Bond Institute, 12170 S. Pine Ayr Dr., Climax, MI 49034, USA. Tel/fax: (616) 665-9393.

May 15-17, 1996. Conference on Organisational Learning organized by European Consortium for the Learning Organisation. "Growth Through Learning." Copenhagen, DENMARK. Contact: Pierre de Potter, tel: +32-2-655-5803; fax: +32-2-655-5812.

May 15-18, 1996. First North American Ombudsmans Conference. St. Louis, Missouri, USA. Contact: Darlene Hoppe, Ombudsman, The Ohio State University, 464 Ohio State Union, 1739 N. High St., Columbus, OH 43210 USA. Tel: (614) 292-0307. E-mail: dhoppe@magnus.acs.ohio-state.edu.

May 19-21, 1996. Fifth Annual Bayer International Conference, sponsored by Bayer Corporation and Robert Morris College. Sheraton Station Square, Pittsburgh, Pennsylvania, USA. Contact: Robert G. Crabtree, Visiting Assistant Professor of International Management, Director, Miles International Conference, Robert Morris College, School of Management, 600 Fifth Avenue, Pittsburgh, Pennsylvania 15219-3099 USA. Tel: (412) 262-8398. Fax: (412) 262-8586; E-mail: crabtree@rmcnet.robert-morris.edu.

May 19-24, 1996. The Eleventh Annual Meeting of the Research/Study Team on Nonviolent Large Systems Change (May 19-21) followed by the 26th Annual Information Exchange. Theme: "What is New in Organization Development and Human Resource Development." (May 21-24). Brookley Conference Center, University of South Alabama, Mobile, Alabama, USA. Contact: 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.

May 21-24, 1996. Network, Interaction for Conflict Resolution. "Conflict Resolution: Transforming the Future." Edmonton, Alberta, CANADA. Contact: David Elliot, The Network, Conrad Grebel College, Waterloo, Ontario N2L 3G6, CANADA. Tel: (519) 885-0880 x30. Fax: (519) 885-0806. E-mail: nicr@watserv1.uwaterloo.ca.

May 29-30, 1996. Groups advocating non-punitive programs related to youth violence. "Alternatives to Boot Camp." Kitchener, Ontario, CANADA. Contact: Dean Peachey, Conrad Grebel College, Waterloo, Ontario, N2L 3G6 CANADA. Tel: (519) 885-0220 x380. Fax: (519) 579-7310. E-mail: depeache@watserv1.uwaterloo.ca.

June 4-8, 1996. Thirteenth Annual International Conference of the Victim Offender Mediation Association (VOMA). "The Promise of Restorative Justice." Texas Christian University, Fort Worth, Texas, USA. Contact: VOMA; Attention Mike Niemeyer, 777 S. Main St., Suite 200, Orange, CA 92668 USA. E-mail: vorpoc@igc.apc.org.

June 7-8, 1996. The University Council of Industrial Relations and Human Resources Programs (UCIRHRP). "Innovative Teaching in Human Resources and Industrial Relations." Atlanta, Georgia, 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@ba-ecfor.gsu.edu.

June 26-29, 1996. Third Biennial International Conference on Advances in Management. Marriott Hotel, Newton, Massachusetts, USA. Contact: Dr. M. Afzalur Rahim, Ctr for Adv Stud in Mgt, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel & Fax: (502) 782-2601; E-mail: Arahim@delphi.com.

June 26-29, 1996. "Jobs and Justice: Toward Improving the Employment Relationship: An International Symposium." State College, Pennsylvania, USA. Contact: Mark Wardell, Department of Labor Studies, Penn. State University, Old Botany Bldg.,

University Park, PA 16802-1602 USA. Tel: (814) 865-5425. Fax: (814) 863-9545. E-mail: mlw9@psuvm.psu.edu.

June 23-26, 1996. World Association for Case Method Research and Application (WACRA). "Interactive Teaching and Emerging Technologies." Warsaw School of Economics, Warsaw, POLAND. Contact: WACRA, 23 Mackintosh Ave., Needham (Boston), MA 02192-1218 USA. Tel: (617) 444-8982. Fax: (617) 444-1548. E-mail: hklein@bentley.edu.

July 1-5, 1996. Fourth International Social Science Methodology Conference. University of Essex, Colchester, UNITED KINGDOM. Tel: 01206 872645. Fax: 01206 873151. E-mail: conf96@essex.ac.uk. Website: <http://www.essex.ac.uk/essex96>.

July 8-11, 1996. International Federation of Scholarly Association of Management Third World Conference. Theme: "Management of Intangibles." Paris. Contact: 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.

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

July 13-17, 1996. Second Conference on Conflict Resolution. University of Wolverhampton, Birmingham, UNITED KINGDOM. Contact: Thomas D. Cavenagh, Assistant Professor of Law, Director, Dispute Resolution Center, North Central College, 30 North Brainard Street, Naperville, IL 60566-7063 USA. Tel: (708) 637-5157. E-mail: tdc@noctrl.edu. Or contact University of Missouri-Rolla Regional Professional Development Center webpage: <http://www.rollanet.org/~rpd/>.

July 16-21, 1996. Eleventh Annual Conference of the National Association for Mediation in Education (NAME). Baltimore, Maryland, USA. Contact: Jack Seery, NAME, 205 Hampshire House, Box 33635, University of Massachusetts, Amherst, MA, 01003-3635 USA. Tel: (413) 545-2462. E-mail: name@igc.apc.org.

July 22-27, 1996. Academy of Family Mediators. "Shaping the Profession." Breckenridge, Colorado, 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.

August 9-14, 1996. 1996 Academy of Management Meetings. Theme: "Learning From Unusual Events." Cincinnati, Ohio, USA. Contact: Dr. Robin Pinkley, Conflict Management Program Chair, 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.

August 16-21, 1996. 23rd International Congress of Psychology. Montreal, CANADA. Contact: Di Bretherton. Tel: 613 993 9009. Fax: 613 957 9828.

October 3-7, 1996. Third European Conference on Peacemaking and Conflict Resolution. Varna, BULGARIA. Contact: Mehmet Rustu Gurkaynak, Umut Foundation, Resit Galip Caddesi, Hereke Sokak No., G.O.P. Ankara, TURKEY. Fax: +90 312 447 1036. E-mail: mrg@ror-qual.cc.metu.edu.tr.

October 23-27, 1996. Society of Professionals in Dispute Resolution (SPIDR) Conference. "Focus on the Future: Leading the Way to Dispute Resolution in the 21st Century." Anaheim, California, USA. Contact: Janice Robertson, SPIDR, 815 Fifteenth St. NW, Ste 530, Washington, D.C. 20005 USA. Tel: (202) 783-7277; Fax: (202) 783-7281. E-mail: spidr@igc.apc.org.

October 29-November 3, 1996. The 16th Organizational Development World Congress. "Organizational Development (OD) Technology: Adding Value." Belair Cairo Hotel, Cairo, EGYPT. Contact: The OD Institute, 11234 Walnut Ridge Rd., Chesterland, OH 44026-1299 USA. Tel: (216) 461-4333. Fax: (216) 729-9319. E-mail: aa563@Cleveland.Freenet.edu.

November 3, 1996. International Conflict Resolution Centre Conflict Studies Group. "The Contribution of Psychology to Reconstruction and Peace in South Africa." University of Melbourne, AUSTRALIA. Contact: Melanie Pearce, Noble Park Family Mediation Centre. Tel: (03) 9547 6466.

November 4-7, 1996. Second South China International Business Symposium. "Decision Making, Market Development, Information and Technology: Managing International Business in the Twenty First Century." Lingnan College and the University of Macau, Macau and Guangzhou, CHINA. Contact: Fanny Vong, Faculty of Business Administration, University of Macau, PO Box 3001, Macau. Tel: (853) 397 4226. Fax: (853) 831 694. E-mail: fbackv@uealab.umac.mo

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. Tel: (612) 625-3046. E-mail: IACM@gold.tc.umn.edu.

titled, "The Growing Demand for Conflict Resolution: Are we up to the Challenge?" He will discuss the fact that the need for conflict resolution is rising, just as many institutions that traditionally managed conflicts are overburdened or are in decline. What are the implications of these trends for scholars and practitioners of dispute resolution? Come to his talk to find out!

Please note that there will be a slight shift in the schedule this year. In the past, many people arrived on Saturday in order to take advantage of cheaper airfares. For that reason, we have arranged more activities on Sunday than occurred in the past. Dave Kottenstette's workshop on theatre will take place on Sunday morning. This will be followed by a lunch cruise on Cayuga Lake. The conference will formally begin at 3:00 p.m. (15:00 for our non-American friends) with one set of paper panels. Lastly, given the success of last year's Sunday evening Poster Session, we will once again have the Distinguished Poster Session after dinner on Sunday.

The IACM Awards Banquet will be Tuesday night. Anatol Rapoport will receive our Life Time Achievement Award for his work on game theory and on peace making. Awards will also be given for Best Empirical Paper, Best Theoretical Paper, and Best Applied Paper among those presented at the conference. Finally, on Monday evening, Betsy Wesman has arranged a tour and dinner at a Museum in Corning, NY.

In summary, the 1996 IACM conference has much to offer. It should be a great conference. We are looking forward to seeing everyone there! □

and Policy Sciences Area within the Sloan School of Management. From 1993 to 1995 he was a member of the Clinton Administration's Commission on the Future of Worker/Management Relations, investigating methods to improve productivity and global competitiveness of the American workplace.

He has done research on a variety of topics related to Industrial Relations and Human Resource Management. His recent books include: *Employment Relations in a Changing World Economy* (1995; Ed., with Richard Locke and Michael Piore), *The Mutual Gains Enterprise* (1994; with Paul Osterman), *Transforming Organizations* (1992; Ed., with Michael Useem), *The Transformation of American Industrial Relations* (1988; with Harry C. Katz and Robert McKersie), and *Challenges and Choices Facing American Labor* (1985; Ed.).

Dr. Kochan is active in many organizations, including the American Arbitration Association, and the International Industrial Relations Association where he was elected to serve as President from 1992 to 1995.

Anatol Rapoport will receive the Life Time Achievement Award at the 1996 conference. He joins a distinguished list of past recipients, including Dr. Robert Blake, Dr. Morton Deutsch, and Dr. Robert McKersie.

Dr. Rapoport has had a long and distinguished career. He was an Instructor of Mathematics at the Illinois Institute of Technology, 1946-47. He then worked as an Assistant Professor of Mathematical Biology at the University of Chicago, 1947-1954. Next he worked as Associate professor, then Professor and Senior Research Mathematician, Mental Health Research Institute at the University of Michigan, 1955-1970. During the 1970s he was employed as Professor of Psychology and Mathematics, University of Toronto. Dr. Rapoport served as Director of the Institute für Höhere Studien, Vienna AUSTRIA, from 1980 to 1984. Since 1984, he has worked as Professor of Peace and Conflict Studies at the University of Toronto. He has also held numerous Visiting Professorships, most recently at the University of Bern, SWITZERLAND.

Dr. Rapoport is a prolific and significant author. He has published over 40 book chapters and about 400 journal articles. Among the most recent are: "Prisoner's Dilemma: Reflections and Recollections," which appeared in the December, 1995 issue of *Simulation and Gaming*, "The Redemption of Science," (Feb. 1989 issue of *Journal of Business Ethics*), "War Without Hatred" (July 1989 issue of *Humanist*) and "Comments on a Behavioral Decision Theory Paradox" (October 1989 issue of *Behavioral Science*).

Among the monographs authored and co-authored by Dr. Rapoport are the following: *The Origins of Violence: Approaches to the Study of Conflict* (1989), *Fights, Games, and Debates* (1960), *Peace: An Idea Whose Time Has Come* (1992), *Decision Theory and Decision Behaviour: Normative and Descriptive Approaches* (1989), and *Two-person Game Theory: The Essential Ideas* (1966). He also has edited several books. Among them: *On War* (1968; with C. von Clausewitz) and *Game Theory as a Theory of Conflict Resolution* (1974).

He has served as President of numerous organizations devoted to peaceful conflict resolution. Among these: Society for General Systems Research (President 1965-66), Canadian Peace Research and Education Association (President 1972-1975), and Science for Peace (President 1984-1986).

We are truly honored to be able to present the Life Time Achievement award to Dr. Rapoport and to have Dr. Kochan present the Keynote Address. Join us in congratulating them at the 1996 IACM conference! □