



## ***IACM Website Committee Discusses Options***

By *Sanda Kaufman*

Hello! As many of you know, currently the IACM has two websites: The first was established by Peter Carnevale at the University of Illinois at Urbana-Champaign (<http://s.psych.uiuc.edu/~org/iacm/>). The second was established by Bruce Barry for the 1999 IACM conference ([http://mba.vanderbilt.edu/bruce\\_barry/iacm/default.htm](http://mba.vanderbilt.edu/bruce_barry/iacm/default.htm)).

My fellow committee members, Susan Brodt and ETTY Jehn, and I have been thinking and talking about ways to make a future internet website for IACM useful in several ways. One way is by posting IACM-relevant information in one site (including conference stuff) and by linking to some key good sites that are well maintained. We would also like to have all IACM members with sites of their own link to us and give us a link to their pages (please bring your URL information to San Sebastian). We should probably also have a place where members can submit suggestions for Signal or for the conference. For example, I have long wanted a dialog on teaching materials and simulations (in the format: material, how I have used it,

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## ***IACM 1999 in Spain Draws Deluge of Submissions***

by *Bruce Barry, IACM Program Co-Chair*

The 1999 IACM Conference in San Sebastian-Donostia, Spain, in the Basque Country, promises a program of high quality and great variety. When the dust settled, over 110 submissions had poured in from scholars and practitioners in 18 countries. As a result, conference attendees will have a great many difficult choices to make as they choose sessions to attend from among many choices.

The conference will formally open Sunday evening, June 21, with an outdoor dinner buffet, followed by the Showcase Poster Session from 8-10 pm. With 18 posters scheduled, this year's poster session will be the largest ever, and I am excited about the breadth of topics and authors that will be participating. By my count, at least nine countries will be represented in the Poster Session alone! Topics range from ultimatum bargaining to computer-mediated negotiation to mediation and dispute resolution programs to cross-cultural conflict, and even conflict in punk rock bands, there's something for everyone at the Poster Session.

Paper sessions and panels begin Monday morning. Because of the volume of submissions, we will be running four concurrent sessions during much of the conference. Piecing together the sessions, I encountered a splendid mix of theoretical, empirical and applied work from various disciplinary and cultural perspectives. It is nice to be able to report that virtually all of IACM's substantive areas are well represented in these sessions, including negotiation, justice, third party dispute settlement, ADR, group and organizational conflict, and environmental conflict.

A hallmark of IACM in recent years has been significant attention to issues of international conflict and cross-cultural management of conflict, and the 1999 conference will be no exception. Several symposia and a number of paper sessions are partly or fully devoted to this area. One paper session on Monday will feature presenters discussing conflict in the Middle East, Indonesia, and Croatia, along with a paper on how media coverage influences international negotiation. The folks at PICAR — the Program on International Conflict Analysis and Resolution at Harvard, led by previous IACM Lifetime Achievement Award winner Herb Kelman — have assembled a symposium on the role of social identity in four ethnic conflicts: Palenstine, Sri Lanka, Cyprus, and Kosovo. Conflict in the Balkans will also be the focus of a "video and discussion" session under the direction of Alice Ackermann of the University of Miami. Attendees will see and discuss excerpts from a

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## The President's Corner

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By Barbara Gray, IACM President

One of the perks of being IACM's president is that twice a year you are offered the chance to reflect on whatever it is that moves you at the time and the rest of the organization is subjected to reading it! What a platform for any academic! So, here goes.

As I sit in my office looking out over a sunny afternoon in the middle of central PA, I cannot help but be troubled by the daily diet of bomb strikes and refugees' plights that we have been fed by the U.S. media for the last 20 days. And if I analyze the tense two weeks that led up to the war in Kosovo from a conflict management perspective, I begin to wonder, "Is anyone listening to us?" Does our theory and practice matter? In my fall note, I was feeling optimistic – that there was a growing market for our work – that we might even make a difference.

Today, I feel more pensive, not speculating about how to prevent violence, but rather, wondering whether and how we can begin to heal the suffering and repair the damage and overcome the hatred that allows one race or creed or people to brutally and systematically eradicate another.

From a negotiations perspective, I've been reflecting on Dr. Jan Oberg's observations on his February trip to the Balkans. Dr. Oberg is one of the two academics responsible for orchestrating the Oslo Agreement between the Palestinians and the Israelis. The data he provides is quite different from what our news media report here in the states. Oberg suggests that Ramboulet had no chance of succeeding, that the plan did not address many needs of each side, left out critical parties, left little room for modification, and failed to address important issues about restoring civil society and socio-psychological healing. Oberg also raises questions about the approaches of some of the mediators.

So, I wonder if we could do better? Suppose we put our collective minds to work on this conflict or the one between the Tutsi and the Hutu's in Africa, or any other horrific conflict. Are our theories up to the test? And do our theories help us decide what should be done, by whom, in what order? Further, if we devised an approach – could we get the parties to accept it? One of our best theorists on international negotiations, Bill Zartman, has said the parties themselves need to reach a "hurting stalemate" before a negotiations for peace can begin. Is there, then, nothing that we, as bystanders can do but wait until such a stalemate is reached?

Are we relegated to deal with the myriad of "small conflicts" on the local scene, the number of calls to assist teams dealing with internal conflicts and communities wrestling with contentious issues over too many deer or wolves or beavers (eating cherry trees)? Here in Pennsylvania, the conflict business is booming. There is a hunger within the university for help with team building and negotiations expertise. So why am I disquieted?

Sometimes I worry that we are too complacent, that we have the luxury to sit in our armchairs and study conflict precisely because we are safe in a society that is affluent and powerful. Meanwhile, the real conflict arenas—where the real angst and pain and suffering is felt—are miles and miles away. Occasionally we get a taste of these kinds of conflicts—the Oklahoma City bombing, the dragging death of a helpless African American in Texas, the burning of Black churches. But these are isolated instances perpetrated by deviant "individuals." These "blows" glance off our sleeves, but don't uproot us from our houses and separate us from our loved ones.

We in the U.S. are clearly in a position of privilege – certainly one we fought our own wars to secure and to protect.

From our position of privilege, as academics, there are at least three positive actions we can take. First, we can ask more questions – to inquire about whether the story is too simplified, whether each side really understands what the other wants, and whether peaceful coexistence can be achieved between the sides. Our theories tell us that our theories don't answer these questions.

Perhaps a role that we as academics can play at times like this is to more actively question the information we're receiving – to ask more penetrating questions of our students and our neighbors—to foster a healthy suspicion about whether we really know what is going on. What are the real issues? Are our sources incomplete? How might new information change our conclusions? Perhaps, too, we can demand that our media provide a more complex rendition of the issues and perspectives. I was struck by remarks made by a visiting Russian scholar who resides across the hall from me this semester. She hears the U.S. perspective and receives very contradictory news and different reactions to the war from her family back home in St. Petersburg. She is regularly required, by her position, to weigh both perspectives on a daily basis and is torn by her allegiances to both sides. She is, in effect, forced to entertain doubt – to be skeptical of all information she gathers. Oberg implies that so much more could have been done through mediation to prevent the current Yugoslavian conflict from escalating. The choices presented to President Milosevic were, in effect, non-choices and he was backed into a corner. How many of us really do understand what the issues really are? Given what we know about how easily information is oversimplified and distorted in intergroup conflict, why should anyone unquestionably believe the party line from their "side"? Isn't it incredibly ironic that in this age of instantaneous information and global communications that our provincial perspectives prevail and quell our curiosity to know the real issues? More information is NOT producing deeper understanding.



Secondly, we can teach our students that there are always at least two, if not many, sides to any story. We can encourage them to probe deeply, to see through multiple eyes, to understand where anger comes from and how to express it without violence. We can teach about the importance of process and the vigilance required to insure that trust is build and threats to it are overcome.

Thirdly, we can actively support careful, assiduous conflict resolution efforts in potentially troubled areas. We can demonstrate that peacemaking requires active, ongoing efforts on the ground among ordinary people – day in and day out. We can see the wisdom of this approach from our vantage point of privilege. The real challenge for the next millenium is how can we extend our vision, our knowledge, and our skills to help those for whom violent conflict has become a way of life?

This is, undoubtedly, a tall order. But I also see that as our calling as scholars and practitioners of dispute resolution If you choose to embrace this challenge, do it with determination and humility and (for those of us still caught up with the U.S. idealism of the 1960's) with patience!

And, thanks again for indulging my musings. I hope to see you in balmy San Sebastian.

Barbara Gray  
President

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## ***Announcements***

### **Calling All Dues**

Haven't yet paid your dues? This could be your last issue of SIGNAL! Bill Bottom, IACM Executive Officer reports: "We checked over our membership database and recently sent out dues renewal reminders to members who had not paid for 1999. If you have not yet remembered to pay your dues, please submit payments to me. If you did not receive a reminder but think you may owe, please contact contact me and I'll be happy to check for you. Also, we frequently get returned newsletters so members need to keep us informed of changing address information. My address is: Dr. Bill Bottom, IACM Executive Officer, John M. Olin School of Business, Washington University, Campus Box 1133, One Brookings Drive, St. Louis, MO 63130 USA. Tel: (314) 935-6351. E-mail: [bottom@mail.olin.wustl.edu](mailto:bottom@mail.olin.wustl.edu)

### **List Your Graduate Program Here**

Stephen Marsh of ADR Resources/Ethesis is building an index of information about current graduate programs in ADR. If you are familiar with a program, he would appreciate the name of the sponsor (e.g. Southern Methodist University or University of Missouri), the type of degree offered (e.g. certificate, LL.M., Masters, etc.), the number of semester hours the program requires, the tuition price, and contact information. To see his work in progress, look at <http://adrr.com/adrr9/020a.htm>. Your help is invaluable.

*Signal is published twice yearly (or whenever we can get everything together) by the International Association for Conflict Management. Please send contributions to Dr. William H. Ross, Editor, Department of Management, University of Wisconsin at La Crosse, 1725 State Street, La Crosse, WI 54601, USA. Tel: (608) 785-8450. Fax: (608) 785-6700 or (608) 785-8549. Internet e-mail: [rosscba@uwlax.edu](mailto:rosscba@uwlax.edu) or [ross\\_wh@mail.uwlax.edu](mailto:ross_wh@mail.uwlax.edu). The IACM thanks the Department of Management at the University of Wisconsin at La Crosse and Washington University at St. Louis for assistance with this publication. Lori Chellevoid, Assistant Editor for Signal, greatly assisted in the preparation of this issue. Finally, Christian Cook of Simply Graphics, West Salem, Wisconsin, [Tel: (608) 786-0199], provided needed technical expertise (and a sense of humor).*

## ***Keynote Panel and Mondragon Panel Will Highlight IACM Conference***

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By Sabino Ayestarán, Local Arrangements Chair

As local organiser of the TWELFTH CONFERENCE OF THE INTERNATIONAL ASSOCIATION FOR CONFLICT MANAGEMENT, I would like to explain, very briefly, a few of the points on the programme.

1. The Keynote Panel will facilitate an exciting discussion on the importance of social movements in overcoming of political conflicts. What do social movements contribute to the political pacification of a country? What is the political meaning of a massive participation of social movements in political conflicts? Under what conditions can such participation be useful in the overcoming of political conflicts? This event will offer simultaneous translation in both English and Spanish.
2. The Mondragón Panel will discuss the phenomenon of the Mondragón Cooperatives. Two representatives of the Mondragón Corporation will present the economic and social organisation of the Cooperatives. This will be followed by questions from the American panellists. Finally, all of the participants in the Conference will have the chance to ask questions. This event will also offer simultaneous translation. For my part, I would like to call attention to the *cultural* bases of the Mondragón Corporation. I believe that this is a case, which confirms the theory maintained by Fukuyama in his book "Trust". A social practice, known as AUZOLAN, has existed in the Basque Country for centuries. This practice consisted of different families coming together to jointly carry out a series of economic activities. This cultural tradition has been extremely powerful in the Basque country.
3. The opening of the Conference will take place on Sunday 20th, with the participation of Basque dancers, or dantzaris, who will welcome the members of the Congress, academic authorities from the University of the Basque Country and political authorities from the Basque Government. ☐

## ***Raiffa to Receive Lifetime Achievement Award at IACM 1999***

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By Bruce Barry

The recipient of the IACM Lifetime Achievement Award at the 1999 conference will be Howard Raiffa, Professor Emeritus at the Harvard Business School. Raiffa, a pioneer in the field of decision analysis and negotiation, will deliver an address at the annual conference banquet Monday evening, June 21.

Raiffa earned his Ph.D. in mathematics at the University of Michigan in 1951. He began his academic career with an appointment in mathematical statistics at Columbia University, where he wrote "Games and Decisions" (1957, with Luce). Shortly after that book's publication, he moved to Harvard, accepting a joint appointment in the Department of Statistics and the Graduate School of Business Administration. Before taking emeritus status, Raiffa held the Frank P. Ramsey chair in managerial economics - a chair sponsored jointly by the Harvard Business School and the Kennedy School of Government.

During the late 1960s and early 1970s, Raiffa helped create the International Institute for Applied Systems Analysis, which was sponsored by 16 different Academies of Science. From 1972-1975 he served as the Austria-based Institute's first Director.

Raiffa describes himself as a mathematician who works on complex decision problems. The focus of his career has been on how analysis can help individuals and groups make better decisions. Raiffa has pursued this fundamental issue from a number of angles, including statistical decision theory, game theory, risk analysis, behavioral decision theory, and negotiation analysis.

He is the author, co-author, or editor of many widely respected books. Perhaps best known to many IACM members is "The Art and Science of Negotiation" (1982), which is still in print and widely used in negotiation courses in schools of business and law, among others. In 1985 the book won the Melamed Prize from the University of Chicago Business School, which honors the most significant published work by a business school faculty member in the preceding two years.

Raiffa's other books include "Applied Statistical Decision Theory (1961, with Schlaifer); "Decision Analysis" (1968); "Decisions with Multiple Objectives: Preferences and Value Tradeoffs" (1976, with Keeney); "Conflicting Objective in Decisions" (1977, with Bell and Keeney); "Decision Making: Descriptive, Normative, and Prescriptive Interactions" (1988, with Bell and Tversky); "Introduction to Statistical Decision Theory" (1995, with Pratt and Schlaifer). His latest is "Smart Choices: A Practical Guide to Making Better Decisions" (1999, with Hammond and Keeney).

Raiffa has been honored with the Frank P. Ramsey medal for outstanding contributions to the field of decision analysis by the Operations Research Society of American, and with the Distinguished Contributions Award from the Society of Risk Analysis. He has been awarded honorary doctorates by Carnegie Mellon, the University of Michigan, Northwestern University, and Ben Gurion University of the Negev. ☐

## ***A Taste of the Good Life: The Fine Food of San Sebastian***

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Most people who think of Northern Spain and the Basque country focus on the interesting geographical beauty, unusual architecture, and distinct culture of the region. Additionally, the area around San Sebastian (host of the 1999 IACM conference), is noted for its outstanding cuisine.

"Food is an obsession here; people will devote much of their paychecks to a single meal and they'll consider it well spent" says Pedro Subijana of Akelare, a seafood restaurant with a breathtaking view of the Bay of Biscay, specializing in "new Basque cuisine"<sup>1</sup> New Basque cuisine is a variation on traditional Basque food. The story goes that as the grown children of farmers took commercial and professional occupations, they did not need the heavy food needed to sustain a farmer throughout a day of strenuous physical activity. As a result, they began experimenting with new variations on traditional fish, meat, and fruit meals, often with delightful results. One such new dish is white beans with pigeon and caramelized peppers. Another is melon soup with ham sorbet.

Because Spain's upper classes frequently vacation in and near San Sebastian, there are a surprisingly large number of fine restaurants catering to this group's tastes; many of these establishments have received "star rating" status by various travel guides. One such restaurant is Zuberoa Jatelxca which features a US\$70 seven-course tasting menu. The executive chef has turned down offers to work in Madrid, Paris, and New York, in part because of his love of the Basque cuisine, and in part, because of his love of the sport of pelota, which is similar to jai lai in the United States.

Part of the renaissance of the Basque culture is political. The Basque people opposed Francisco Franco during the Spanish Civil War of the 1930s. During his reign, Franco banned the Basque language called Euskera, and some elements of Basque culture went underground. But since Franco's death in 1975, all things Basque have flourished in this semiautonomous region. Nowhere is this more evident than with Basque food. San Sebastian, a city of approximately 176,000, is home to dozens of "gastronomic societies" where members take turns cooking elaborate meals for each other in their homes. Restaurants like Rekondo that feature traditional Basque fare like salmon or baby eels cooked in olive oil and garlic, have flourished.

So whether your choice is new Basque cuisine, traditional Basque cuisine, or more conventional Spanish fare, you will be sure to find an exquisite dining experience in San Sebastian! ☺

Footnote: 1 = Schoenfeld, B. (1998). *Seductive San Sebastian: "High cuisine" and Basque culture in northern Spain*. Publication unknown.

## ***Cultural Events planned for June 20-24, 1999. Donostia-San Sebastián***

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By Sabino Ayestarán, Local Arrangements Chair

San Sebastián is best known for its beaches, its seaside promenades and its cuisine. In the month of June the water at the shoreline is about 23°C. The air temperature is pleasant. In summer, daytime temperatures are about 27°C. Rainfall is common. Umbrellas and raincoats are a good idea.

Below is a list of the cultural events taking place at the time of the IACM Conference:

- On June 20th there will be an excellent play at the TEATRO VICTORIA EUGENIA. The play, "La Estrella de Sevilla," is a historical drama, the story revolving around royal power and its excesses. The play is about the rebellion of Prince Sancho IV the Brave against his father, King Alfonso X the Wise. In Castile, at the end of the 13th century, Don Sancho proclaimed himself king and took possession of Seville.
- Also on June 20th you can enjoy an exceptional musical event. The GAZZTEJAZZ programme will offer jazz music for people interested in enjoying an evening of good ethnic and cross-cultural music. (This concert will take place in the Casa de Cultura in Egiá, one of the neighbourhoods in Donostia-San Sebastián, just five minutes by bus from the city centre). African Jazz groups will perform that night.
- The new KURSAAL complex will open its doors just prior to the Conference. To celebrate the event there will be festivals, concerts, and exhibits. On June 20th and 21st, the Ninth "Salón Internacional del Reloj" (timepiece trade show) and the Seventh "Muestra Donosti-Joya" (jewellery trade show) will be taking place.
- On June 23rd theatre will once again be on the agenda. The Surrealist Humour of a theatre company from Granada presenting their work HOTEL CALAMIDAD will be shown in the Casa de Cultura de Lugaritz.
- In addition, June 23rd marks the Summer Solstice. The celebration of the arrival of summer takes over every corner of the city. Bonfires are lit in a number of squares in an ancient ritual, and blessings for a good harvest are offered.

On behalf of the Local Arrangements Committee and the Program Committee, I hope that you can all attend some of these local events. Experience some of San Sebastian's Culture!

# ***Electronic Signals***

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Compiled by William Ross and Lori Chellevoid

## **Websites**

Geocities is compiling a master list of conferences dealing with dispute resolution, international relations, and peacemaking. Look at <http://www.geocities.com/CapitolHill/Senate/6275/intrels/conference.html> for their current listing.

Interconflict at <http://www.conflict.com> is a site dedicated to political conflict analysis. For US\$21 per year you can access their numerous reports on specific conflicts and intervention approaches.

The U.S. National Center for Education Statistics publishes reports & other statistical publications, readable online, in many education-related areas. Includes the latest stats on school violence as well as reports to the U.S. Congress, trends in various school subjects, etc. Web address: <http://nces.ed.gov/>

The Department of the Navy has its Principles of Dispute Resolution on the web at <http://www.ogc.secnaw.hq.navy.mil/ogcwww/principles.html>

Dan Dana offers an instrument "Measuring the Financial Cost of Conflict" from his website: <http://www.mediationworks.com/mti/cost.htm> There are other exercises there also. Some may cost money to use.

Having trouble determining how many subjects you need for your research experiment to have the power you need to find a difference if one exists? Try G-Power, a free, easily downloadable power analysis software program. It reportedly allows calculations for effect sizes, n, different alphas, etc., for several different tests, including t-tests, multiple regression, & ANOVA. Web address: <http://www.psychologie.uni-trier.de:8000/projects/gpower.html>

Ethesis has discovered the following websites for us:

- Employment in ADR is the focus of the page at <http://www.fresno.edu/pacs/careers.shtml>
- The U.S. Bureau of Reclamation Conflict Management Guidebook is available on-line at <http://www.usbr.gov/hr/conflict/>
- The United States Air Force Mediation web page is at <http://www.adr.af.mil> It is very content rich with the text of ADR documents developed by federal military agencies and a section of annotated ADR bibliographies organized by subject. The Associate General Counsel of the Air Force is actively updating the site and looking for input. Contact him at [McDadeJ@pentagon.af.mil](mailto:McDadeJ@pentagon.af.mil).
- New York State Public Dispute Resolution Act's full text can be found at <http://www.capital.net/~jerryn/>
- The site for a Pastor in Conflict Resolution may be found at <http://www.wesleyan.net/wsmith.html>

Social Psychology Net is an interesting page with a listing of graduate programs in social psychology. It also includes links to various informational sites & textbook sections on a variety of social psychology-related topics and basic theories (including some theories that are relevant for conflict research). Web address: <http://www.usi.edu/libarts/socio/socpsy/socpsy.htm> ☞

## **Grants! Grants! And More Grants!**

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*Compiled by William Donohue*

United States Institute of Peace Grant Program: Unsolicited grants are offered across a broad range of relevant disciplines, skills, and approaches. Topic areas of interest to the Institute include, but are not restricted to: international conflict resolution; diplomacy; negotiation theory; functionalism and "track two" diplomacy; methods of third-party dispute settlement; international law; international organizations and collective security; deterrence and balance of power; arms control; psychological theories about international conflict; the role of nonviolence and nonviolent sanctions; moral and ethical thought about conflict and conflict resolution; and theories about relationships among political institutions, human rights, and conflict. The Institute sets no disciplinary restrictions. It welcomes proposals of an interdisciplinary or multidisciplinary nature. URL for more information: [http://www.usip.org/grants/Unsolicited\\_Grants.html](http://www.usip.org/grants/Unsolicited_Grants.html)

Hewlett Foundation, William and Flora The conflict resolution program supports work in a wide variety of settings. The foundation favors general support grants intended to strengthen the institutional capacity of conflict resolution organizations and research centers. While grants are made in several areas, one most interesting to our members include: Theory Development. The foundation is particularly interested in university-based centers that demonstrate both a strong commitment to systematic, interdisciplinary research on conflict resolution and an ability to contribute to the improvement of conflict resolution practice. URL for more information: <http://www.hewlett.org/guidelines/gconflict.htm>

The John D. and Catherine T. MacArthur Foundation offers Research and Writing grants to support innovation and excellence in the analysis of the causes, nature, and consequences of international conflict and cooperation and in the development of improved understandings of human security and sustainable development, and to broaden and strengthen the community of writers and scholars engaged in work on global security and sustainability. URL for more information: <http://www.macfdn.org/programs/gss.htm#RESEARCH AND WRITING GRANTS>

Mott Foundation, Charles Stewart: A residual program category, Exploratory and Special Projects, permits support for exploratory initiatives that offer opportunities for resolution of significant international and/or national problems. Interested applicants are advised to consult the Policies and Procedures brochure for additional information. URL for more information: [http://www.mott.org/about/how\\_to\\_apply.htm](http://www.mott.org/about/how_to_apply.htm)

University of Memphis Center for Research on Women: The Making of Race and Gender: Memphis, the Delta and the Mid-South" seeks to promote scholarship that documents the distinctive heritage and contemporary dynamics of race and gender in the Mid-South. The center seeks to challenge popular stereotypes and scholarly neglect of the Mid-South as a region and to contest exclusively structuralist theorizations of race and gender which render these dynamic social relationships frozen, self-evident categories. URL for more information: <http://www.rockfound.org/humanities/fellows99.html#28> ☒

## **Job Announcement**

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### **Michigan, USA: Postdoctoral Training in Program Evaluation**

Applicants are invited for a post-doctoral training position at the University of Michigan Family Development Project jointly sponsored with Boysville of Michigan. The Fellow will join the program evaluation team working with Boysville's residential, family and community based services to abused/neglected, chemically dependent, or delinquent youth. Activities include special evaluation projects, and supervisory consultations, self-initiated research and formal coursework to develop and refine skills in the design and analysis of program evaluation. Appointments are for a 1 to 2 year period beginning immediately and carry a stipend of \$30,000, research and travel support plus benefits. Less-than full time appointment is negotiable. Letters of application should comment on your qualifications, past experiences, training needs and career goals. Review of candidates begins immediately and will remain open until positions are filled. Send letter of application, vita, transcript, and 3 letters of reference to: Oscar A. Barbarin, Ph.D., University of Michigan 1065 Freize Building, Ann Arbor, Mi 48109-1259. Tel (313) 763-7778, Fax (313)763- 7864. E-Mail inquiries may be sent to [Barbarin@umich.edu](mailto:Barbarin@umich.edu). (posted 9/98). ☒

## ***Nominations for Outstanding 1997 Article Sought***

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By Rhonda Callister, Utah State University and Deborah Shapiro, University of North Carolina

Please don't forget to NOMINATE an article or book chapter published in 1997 for the IACM's OUTSTANDING ARTICLE AWARD for articles or book chapters. This notice was sent via e-mail to IACM members a few weeks ago, but now the deadline is getting very close and we want you to be sure to nominate an article that you feel is outstanding.

This is NOT TO BE CONFUSED with a call recently sent by Roy Lewicki regarding a Conflict Management Division Award. Nominations should consider the following:

- When you think of conflict, what images come to your mind? Might these images include disputes: (1) between roles that individuals must choose among (intrapersonal conflict, or role conflict), (2) between employees (e.g., grievances amongst team members, grievances regarding harassment), (3) between employees and management (e.g., labor-management grievances, resistance to management initiatives or other organizational changes, aggression or violence in the workplace, grievances regarding layoffs), (4) between departments (e.g., regarding crossfunctional resource challenges), (5) between organizations (e.g., regarding the implementation of proposed mergers or acquisitions) (6) between people of different countries (e.g., cross-cultural conflicts), (7) environmental conflicts, etc.?
- Might these images include behaviors that are dysfunctional for organizations such as high levels of turnover or absenteeism, betrayal, deception, deviance, revenge, aggression, violence, or low levels of pro-social, organizational citizenship behaviors whose occurrence is not necessarily linked to a specific dispute?
- Might these images include processes used to resolve the occurrence of disputes or negative attitudes and/or behavior in the workplace, including (but not limited to): conflict management styles, negotiation strategies, dispute resolution strategies and other third-party intervention-methods, and/or communication strategies (e.g., providing explanations) for mitigating conflict? Might these images include emotions that often lead to conflict, including (but not limited to) injustice, anger, marginalization, fear?

Please nominate an article and/or book chapter published in 1997 that you believe advances our understanding of conflict management (as broadly defined as the examples provided above). To facilitate your participation in nominating this outstanding book chapter or journal article (to be recognized with an award at the upcoming IACM meeting in June 1999 in San Sebastian, Spain), please e-mail to Debra Shapiro (shapiro@unc.edu) or fax to her at 919-962-4425 (tel: 919-962-3224) the following three things as soon as possible: 1) your name, 2) the complete reference of the 1997 book chapter or article you are nominating, and 3) a brief explanation of why you believe this selection has advanced knowledge in the field of conflict management. ☐

## ***New Center Created***

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IACM member Karen ("Etty") Jehn, reports that the University of Pennsylvania is forming a new interdisciplinary center called "the Solomon Asch Center for the Study of Ethnopolitical Conflict." Housed within the Psychology Department, the center focuses on underlying psychological causes and the devastating consequences of ethnic and political strife. The center develops curriculum and training programs to prepare academics to work on problems of mental health associated with ethnic conflict.

For academics, the center addresses research related to the following types of questions:

1. Why do people identify so strongly with ethnic groups?
2. How is rhetoric used to lead to perceptions that an "outgroup" has committed some sort of moral violation and the proper response is retaliation (e.g., war)?
3. What role do culture factors play in fostering forgiveness? Why do the parties maintain narratives of decades-old or centuries-old injustices and pass these narratives on to their children rather than to forgive former enemies? What role does forgiveness play in alleviating hostility?
4. What factors promote the escalation of conflict? What factors promote conflict de-escalation and resolution?
5. What is the psychology of ethnic killing? Why do some ethnic group members kill more outgroup members than others?
6. What psychological interventions are most effective for dealing with post-traumatic stress disorder among refugees and other victims of conflict?

For graduate students, the program will offer coursework, interaction with practitioners, and a six-month field experience. Additional training will be available for students in a variety of fields ranging from public health (e.g., establishing sanitary conditions for refugees) to anthropology (e.g., developing skills in eliciting and recording oral histories). For additional information consult the center's website at: <http://psych.upenn.edu/sacsec/> (from which much of the text of this article was taken). ☐



# *Peacekeepers of the South Pacific*

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by Tom Milburn

Peacekeeping originally consisted of social, political, and military operations carried out with the consent of belligerents in support of efforts to achieve peace in areas of potential or actual violent conflict. It is now more frequently a military mission focused on conflicts between tribes and clans but internal to states or to such failed states as Somalia. One can ask how peacekeepers as interveners benefit from engaging in peacekeeping activities. Why do they engage in peacekeeping? What makes for success in peacekeeping?

A Fulbright grant made possible my study of peacekeeping as implemented by New Zealanders, who have a reputation for being among the world's most effective peacekeepers. In late Spring, 1995, I traveled to New Zealand with financial assistance primarily from the New Zealand-United States Educational Foundation, which is located in Wellington, capital city of New Zealand. The University of Canterbury's Political science Department in Christchurch provided space and helpful support until mid-January, 1996. The award supported a study of New Zealand peacekeeping operations and made it possible to study peacekeeping by reading and interviewing members of the New Zealand military forces and the Department of Foreign Policy and Trade. The annual Otago Foreign Policy School in Dunedin provided an opportunity to contact some key people in New Zealand government, academic, and military circles. Another Fulbrighter, Iowa State political scientist James McCormick and I jointly interviewed people at the school and arranged later interviews with members in the military and in Foreign Affairs in Wellington. We also lectured there and elsewhere in New Zealand at six universities, at meetings of the New Zealand Institute for International Affairs, and at an Army Camp next to an active volcano in Waiouru on the North Island. The Waiouru visit was especially helpful, because there it was possible to interview officers and NCOs with experience in Cambodia, Angola, Somalia, the Western Sahara, Lebanon, Namibia, Israel, Afghanistan, and Bosnia.

The "Kiwis" were interesting, friendly, and very helpful. Members of the military indicated that they felt that they had benefited from their humanitarian experiences as peacekeepers and were proud of what they had accomplished in a non-coercive role. By contrast, some of the academics supported the use of strength in peacekeeping operations, i.e., peace enforcement. All with whom I spoke indicated that they regarded diplomacy as essential to prepare the way of peacekeeping. The Kiwis were proud of being neutral and working to give everyone a "fair shake."

Operating with a relatively new military mission, peacekeepers need to retain military discipline so that they act responsibly. They must know the rules of engagement for ground operations so as to know what they must not do. They also must know much that is new for the military. They need to be trained in aspects of conflict resolution. They need to be able to do more than man checkpoints. They need to know something about how to control crowds, how to administer humanitarian relief, to validate compliance with accords that have resulted from considerable diplomatic activity, to prevent refugee flows, and to administer justice codes. They certainly can benefit from knowing marksmanship, from knowing how to follow commands, as well as from skill in disarming belligerents, knowing how to interact with non-governmental organizations (NGOs) as well as with warring factions.

New Zealanders who had been in Bosnia objected to the American tendency to characterize the disputants as "good guys" and "bad guys." To New Zealand peacekeepers, the Muslims and Croats have appeared to be as full of hatred toward the Bosnian Serbs as the Serbs had been toward them. Moreover, as the conflict progressed, it became more difficult for the Serbs to defeat the other parties who had formed a coalition with one another. The Muslims and Croats had been slow to join forces, and the weapons available to them had been lighter than those available to the Serbs. As the conflict continued and the United States and various contributors of peacekeepers became involved, the Serbs grew less able to consolidate their gains. With a mutually hurting stalemate, the possibilities of a meaningful truce became more feasible, even though the mutual antagonisms remained.

The New Zealanders served in Bosnia as a favor to the British and to some extent to the French so that their chances of serving again on the United Nations Security Council might increase. They strongly support the United Nations, far more strongly in relation to their size than does the United States. Presumably they also help themselves: peacekeeping activities were described to us in terms of their value for training the military forces as "the next best thing to going to war." In recent years peacekeeping activities typically have been initiated for humanitarian reasons, but they have many other constructive aspects; a peaceful world or a peaceful regional area can sustain more trade and can mean a safer world for others. Without peacekeepers there exists a heightened possibility for the spread of violent conflicts and associate suffering. ☞

# ***Practitioner's Profile: The Transnational Foundation for Peace and Future Research***

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*By Jan Oberg, Director of Conflict Mitigation Teams in Former Yugoslavia and Georgia*

## **Missions of the Conflict Mitigation Teams**

Between September 1991 and 1997 the Transnational Foundation for Peace and Future Research (TFF) has had 28 missions visiting all parts of ex-Yugoslavia, except Montenegro. We had 3 missions to Georgia. To understand and also to empathise with the suffering and hurt caused by civil war and ethnic strife, one must go to the conflict areas. Being an independent and impartial organization, we usually can speak with all sides in the conflict and can identify opportunities for nonviolent conflict-resolution.

## **Interviews**

We listen to people and understand each conflict situation from inside: more than 2000 interviews and conversations with citizens of all walks of life including: journalists, personalities of culture, presidents, party leaders, peasants, refugees, soldiers, intellectuals, officers, religious leaders, recognized and self-proclaimed leaders. Many of these stakeholders are usually not reached by journalists or diplomats. These interviews result in TFF background reports, peace plan proposals, and further dialogue with the parties.

## **Reports**

TFF reports offer background, facts and analyses as well as techniques and concrete proposals aiming at achieving peace with peaceful means. They are used by humanitarian organizations, media, religious organizations, other Non-Governmental Organizations (NGOs), diplomats, immigration authorities, scholars, politicians and the general public.

## **Peace plans**

Sometimes, in the process of gathering information about conflicts, possible solutions emerge to us (as outsiders) that are not actively considered by the principals to the conflict. We've presented peace proposals concerning Western and Eastern Slavonia in Croatia, alternatives to the Dayton plan for Bosnia and a plan for a negotiated solution to the Kosovo conflict. Our goal is to get the parties and/or diplomats who may be mediating such conflicts to consider these options. TFF reports reach a broad variety of concerned users. We have briefed top executives in the UN in New York and we have studied the UN in Croatia and Macedonia, and Abkhazia.

## **Dialogues**

We return to the parties with the reports and use them as catalysts for discussion. Through them our mission can inform each party how "the others look at you." The TFF, thus, is used as fact-finders and messengers and mediators. We also offer advice when we feel it is appropriate. We have served as informal advisers to ministers in Milan Panic' government (1992) and to the Kosovo-Albanian leadership and a number of individual politicians elsewhere.

## **Courses**

The TFF offers courses and seminars designed to educate the parties and the general public in conflict resolution methods. For example, in 1996-1997, our Conflict Mitigation Teams offered seminars in conflict-understanding, conflict-resolution and reconciliation in most parts of former Yugoslavia.

## **Inform media**

The problems in former Yugoslavia are more complex than presented in Western media in general. Important dimensions related to peaceful resolution and democratization have been ignored. The TFF presents topical, complex knowledge and offer interpretations based on on-the-spot experience.

## **Reach out**

TFF conflict-mitigators lecture, write columns and background articles, participate in conferences as well as radio and television programs, publish reports and books (list available upon request). We are a leading information centre on ex-Yugoslavia. Our website (see below) is very comprehensive, a tool for thousands. We have a free, e-mailed TFF PressInfo.

## **Cooperate with local partners**

We don't have offices in the regions but work with partners such as the ICVA, Sarajevo University, women and human rights groups, Cooperazione Italiana, the Norwegian Church Aid, the Citizens' Forums, the UN, OSCE, local individuals, mayors, etc.

## **We believe that...**

- Much of the violence we see can be avoided by early warning, violence-preventive measures and quality knowledge about the areas, the peoples and about conflict-resolution.
- Nonviolent, political solutions reached through international and local actors is the only way.
- Civil society and NGOs form a great resource for violence-prevention and peacebuilding.
- Peace "from above" and peace "from below" must form a comprehensive strategy.
- There is no "good" violence which can solve the conflicts underlying "evil" violence and human rights violations.
- International organisations must not use conflicts and human suffering to promote themselves.
- Conflicts are about a) solving problems rather than punishing actors and b) helping people use opportunities they cannot see themselves because they are part of conflict.
- Organisations such as the TFF shall not take sides among actors, whereas it is necessary to take a stand against all violence.
- If member states practise the norms of the United Nations, give it reasonable resources, strong political support and clear mandates, the UN can live up to its highest aim and bring about peace with peaceful means.
- Civil society organisations must play a much larger role in future international conflict management.
- The human dimensions of conflicts are essential and complex. The international community needs skills, training and organizations to deal with them.
- Only solid diagnosis and prognosis can secure correct treatment of the problems and the conflicts.

## **Who are the TFF Conflict-Mitigation Team?**

The Conflict-Mitigation Teams are led by Jan Oberg, chief of the team, and researcher on issues of peace. In addition, the team draws from an international group with a variety of skills and expertise, including the following: Marta Cullberg Weston, psychoanalyst; Soeren Sommelius, cultural editor at Helsingborg Daily and author of four books on Yugoslavia; Carl-Ulrik Schierup, associate professor at Umeå University, Balkan expert; Kerstin Schultz, social worker specialized on Western Slavonia and peacebuilding; Christina Spaennar, sociologist specialized on issues of identity; Susanne Eriksson, legal adviser; Håkan Wiberg, director, Copenhagen Peace and Conflict Research Institute, COPRI, Yugoslavia expert; Burns Weston, professor of law, Iowa University, human rights expert; Anna Coughlin, political scientist, Novi Sad, Peter Jarman, Quaker facilitator of nonviolent conflict resolution and reconciliation, London.

## **Who finances our work in the field?**

The Quaker-based Rowntree Charitable Trust in York, England; Polden Puckham Charitable Trust, Bristol, and the Swedish International Development Authority, SIDA, Soka Gakkai International in Japan and the Friends of TFF Foundation.

## **To learn more about the TFF contact:**

TRANSNATIONAL FOUNDATION FOR PEACE AND FUTURE RESEARCH  
Vegagatan 25, S - 224 57 Lund, Sweden  
Phone + 46 - 46 - 145909 Fax 144512  
E-mail: [tff@transnational.org](mailto:tff@transnational.org)  
Website: <http://www.transnational.org> ☞

## Resources

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Compiled by William Ross

Books (published in 1999 unless otherwise noted; prices in US Dollars):

### **Business Disputes & Conflict Management:**

**Kheel, T. W.** *The keys to conflict resolution: Proven methods of resolving dispute.* Four Walls, Eight Windows Press. \$22.

**Mayss, A.J., & Reed, A.** (1998). *European business litigation.* Brookfield: Ashgate.

**Mitchell, J.** (1998). *Companies in a world of conflict: NGO's, sanctions, and corporate responsibility.* Queenstown: Aspen Institute for Humanistic Studies.

**Volkema, R.** *The negotiation toolkit: How to get exactly what you want in any business situation.* NY: AMACOM.

**Van Slyke, E. J.** *Listening to conflict: Finding constructive solutions to workplace disputes.* AMACOM. \$23.

### **Cultural, Political & Ethnic Conflict Within Nations:**

**Burg, S. L., Shoup, P. S.** *The War in Bosnia-Herzegovina: Ethnic conflict and international intervention.* M. E. Sharpe. \$50.

**Cooper, P. J.** *Battles on the bench: Conflict inside the [U.S.] Supreme Court.* University Press of Kansas. \$17.

**Dadrian, V. N.** *Warrant for genocide: Key elements of Turko-Armenian conflict [1915-1923].* Transaction Publishers. \$33.

**Eller, J. D.** *From culture to ethnicity to conflict: An anthropological perspective on ethnic conflict.* Univ. of Michigan. \$55.

**Fossier, A. E.** *New Orleans: The glamour period, 1800-1840. A history of the conflicts of nationalities, languages, and religions.* Firebird Press. \$30.

**Hallwas, J. E., & Launius, R. D.** *Cultures in conflict: A history of the Mormon War in Illinois.* Utah State Universit. \$23.

**Wyatt, D.** *Five Fires: Race, catastrophe, and the shaping of California.* Oxford Univ. Press. \$17.

**Yamamoto, E. K.** *Interracial justice: Conflict and reconciliation in post-civil rights America.* New York University Press. \$30.

### **Ecological & Environmental Conflict:**

**Cuny, F. C. & Hill, R. B.** *Famine, conflict, and response: A basic guide.* Kumarian Press. \$24.

**Libby, R. T.** *Eco-Wars: Political campaigns and social movements.* Columbia Univ. Press. \$45

**Sherman, M.** *The politics of water in the Middle East: An Israeli perspective on the hydro-political aspects of the conflict.* St. Martins Press. \$65.

**Sofer, A.** *Rivers of fire: The conflict over water in the Middle East.* Rowman & Littlefield. \$69.

**Struhsaker, T. T.** *Ecology of an African rain forest: Logging in Kibale and the conflict between conservation and exploitation.* University Press of Florida. \$30.

### **Family & Marital Conflict:**

**Chapman, G. D.** *Five signs of a functional family.* Moody Press. \$20.

**Cloud, H., & Townsend, J.** *Boundaries with kids.* Zondervan. \$17.

**Sandler, R. C., & Silver, M.** *I'm not mad, I just hate you: A new understanding of mother-daughter conflict.* Viking. \$23.

**Stern, E. S.** *He just doesn't get it: Simple solutions to the most common relationship problems.* Pocket Books. \$14.

**Stoner, K. E.** *Using divorce mediation: Save your money & your sanity.* Nolo Press. \$20

**Teolis, B.** *Ready-to-use conflict resolution activities for elementary students: Over 100 step-by-step lessons and illustrated activities.* Center for Applied Research in Education. \$29.

**Walker, D.D., & Butler, C. A.** *The divorce mediation answer book: Save time, money, and emotional energy with a mediated separation or divorce.* Kodansha International Press. \$16.

**Wachtel, E. F.** *We love each other but...: Simple secrets that will help your relationship.* Golden Books Publishing (Adult).

**Wagh, L. D., & Sweitzer, L.** *Tired of yelling: Teaching our children to resolve conflict.* Longstreet Press. \$23.

## **International (Political) Conflict & War**

- Brown, M., & Rosencrance, R.** *The costs of conflict: Prevention and cure in the global arena.* Rowman & Littlefield. \$69.
- Clough, R. N.** *Cooperation or conflict in the Taiwan Strait.* Rowman & Littlefield. \$54.
- Dembinski, M. & Gerka, K.** (Eds.) *Cooperation or conflict? Transatlantic relations in transition.* St. Martins Press. \$60.
- Endicott, S., & Hagerman, E.** *The United States and biological warfare: Secrets from the early Cold War and Korea.* Indiana University Press. \$30.
- Harris, N.** *Israel and the Arab nations in conflict.* Raintree/Steck Vaugh Publishers. \$28.
- Pratt, J. C.** (Ed.) *Vietnam voices: Perspectives on the war years, 1941-1975.* University of Georgia Press. \$25.
- Sherman, M.** *Despots, Democrats, and the Determinants of International Conflict.* St. Martins Press. \$65
- Thoene, B., & Thoene, B.** *Only the river runs free.* Nelson. \$20. (fiction set in the Irish-English conflict of the 1830s).
- Wynot, E. D.** *Caldron of conflict: Eastern Europe, 1918-1945.* Harlan Davidson. \$12.

## **Mediation, Arbitration, and Legal Conflict:**

- Ahdab, A. H.** *Arbitration with the Arab countries, second edition.* Cambridge: Kluwer Law International.
- Behrman, H. W.** (1998). *The practice of facilitation.* Westport, CT: Quorum. \$55.
- Bernardini, P.** (1998). *The Italian law on arbitration: English text and notes.* Cambridge: Kluwer.
- Bethel, et al.** (1998). *The common law of the workplace: The views of arbitrators.* Washington: BNA Books.
- Bittel, P. T. et al.** (1998). *Discipline and discharge in arbitration.* Washington: BNA Books.
- Cohen, R.** (1998). *The school mediator's field guide.* Watertown: School Mediation Association.
- Fielding, S. L.** (1998). *The practice of uncertainty: Medicine and malpractice claims through the voices of physicians and patients.* Westport, CT: Greenwood.
- Lazic, V.** *Insolvency proceedings and commercial arbitration.* Cambridge: Kluwer Law International.
- Leviton, J.** *Elements of Mediation, Second Edition.* Pacific Grove: Brooks/Cole.
- Ponte, L. M., & Cavanaugh, T. D.** (1998). *Alternative Dispute Resolution in business.* Cincinnati: Southwestern.
- Richmond, O. P.** (1998). *Mediating in Cyprus.* Portland, OR: Specialized Book Services. \$25.
- Simpson, C.** (1998). *Coping through conflict resolution and peer mediation.* Center City: Hazelden Foundation.
- Tidwell, A.** (1998) *Conflict Resolved? A Critical Assessment of Conflict.* London: Pinter
- Warters, W. C.** *Mediation in the campus community.* San Francisco: Jossey-Bass. \$22.

## **Social & Interpersonal Conflict:**

- Anderson, K.** *Resolving conflict sooner: The powerfully simple 4-step method for reaching better agreements more easily (plus 100 useful tips).* Crossing Press. \$11.
- Beckwith, K.** (1998). *Don't shoot! We may both be on the same side: A guide for working together and resolving conflicts.* Minneapolis: Educational Media Corporation.
- Bentley, L.** *Conflict: Many sides to a story.* Peace Offerings. \$13.
- Chaves, M.** *Ordaining women: Culture and conflict in religious organizations.* Harvard Univ. Press. \$17.
- Caiazza, J. C.** *Can religious believers accept evolution? 25 questions and answers regarding the conflict between evolution and revealed religion.* Nova Science Publishers. \$34.
- Foster, J. Docklands:** *Urban change and conflict in a community in transition.* UCLA Press. \$75.
- Tidwell, A. C.** *Conflict resolved? A critical assessment of conflict resolution.* Pinter Publications Ltd. \$27.
- Walker, N. E., Brook, C. M., & Wrightsman, L. S.** (1998). *Children's rights in the United States: In search of a national policy.* Thousand Oaks, CA: Sage. \$24.

Note: Most of these resources can be obtained at Amazon.com or comparable book & video retailers.

## Recent Publications by IACM Members and Associates

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Compiled by Lori Chellevoid

- Boles, T., De, D. & Carsten, K.,** (1998). Share and share alike or winner take all?: The influences of social value orientation upon choice. *Organizational Behavior & Human Decision Processes*, Vol. 76, p253.
- Bottom, W.** (1998). Negotiating risks: Sources of uncertainty and the impact of reference points on settlements. *Organizational Behavior and Human Decision Processes*, Vol. 76, 89-112.
- Bottom, W., Gibson, K., & Murnighan, J. K.** (1999). Once bitten: Defection and reconciliation in a cooperative enterprise. *Business Ethics Quarterly*, Vol. 9, 69-86.
- Brett, J., & Shapiro, D.,** (1998). Breaking the bonds of reciprocity in negotiations. *Academy of Management Journal*, Vol. 41, p410.
- Coleman, P.,** (1998-99). Uncomfortable, but invaluable. *National Interest*, Issue 54, p107.
- Dalton, D., & Daily, C.,** (1999). Directors and Shareholders as Equity Partners? Handle with care! *Compensation & Benefits Review*, Vol. 31, p73.
- Dalton, D., & Daily, C.,** (1998). Does board composition affect corporate performance? No! *Directorship*, Vol. 24, p7.
- Elliot, M., & Contreras, J.,** (1998-99). Back to battle stations. *Newsweek*, Vol. 117, p8.
- Friedman, R., & Kane, M.,** (1998). Social support and career optimism: Examining the effectiveness of network groups among... *Human Relations*, Vol. 51, p1155.
- Friedman, R., & C.,C.,** (1998). What it takes to negotiate. *Psychology Today*, Vol. 31, p14.
- Hale, C., & Tardy, R.,** (1998). Getting 'Plugged in': A network analysis of health-information seeking among 'Stay-At-Home... *Communication Monographs*, Vol. 65, p336.
- Hammer, M., & Rogan R.,** (1998). An exploratory study of message affect behavior. *Journal of Language & Social Psychology*, Vol. 17, p449.
- Hammer, M., & Nishida, H.,** (1998). Cognitive differences between Japanese and Americans in their perceptions of difficult social... *Journal of Cross-Cultural Psychology*, Vol. 29, p499.
- Honeyman, C.,** (1999). Covering dispute resolution. *IRE Journal*, Vol. 22, p13.
- Horwitz, F., & Bowmaker-Falconer, A.,** (1998). Employment equality programmes in South Africa: Current trends. *Industrial Relations Journal*, Vol. 29, p222.
- Kelman, H.,** (1998). Building a sustainable peace: The limits of pragmatism in the Israeli-Palestinian negotiations. *Journal of Palestine Studies*, Vol. 28, p36.
- Ohbuchi, K., Fukushima, O. & Tedeschi, J.,** (1999). Cultural values in conflict management. *Journal of Cross-Cultural Psychology*, Vol. 30, p51.
- Okumura, T., & Brett J.,** (1998). Inter- and intracultural negotiation: U.S. and Japanese negotiators. *Academy of Management Journal*, Vol. 41, p495.
- Rao, A., & Schmidt, S.,** (1998). A behavioral perspective on negotiating International Alliances. *Journal of International Business Studies*, Vol. 29, p665.
- Tata J.,** (1998). The influence of gender on the use and effectiveness of managerial accounts. *Group & Organizational Management*, Vol. 23, p267.
- Taylor, L.,** (1999). I'm not insensitive to other cultures — as long as they don't keep banging on about it. *New Statesman*, Vol. 128, p55.
- Tjosvold, D., & Hui, C.,** (1998). Empowerment in the manager-employee relationship in Hong Kong. *Journal of Social Psychology*, Vol. 138, p624.
- Tyrrell, F., & Schully, T.,** (1998). Building peaceful schools. *Thrust for Educational Leadership*, Vol. 28, p30.
- Wall, J.,** (1999). Searching for connections. *Christian Century*, Vol. 116, p267.
- White, T., & Holifield, J.,** (1998). Assess your accounting software(cover story). *PC Magazine* Vol. 17, p154.

**Note:** Publications were identified through searching computer data bases. Due to the nature of the databases, some references may not be complete (e.g., some do not list page numbers), and some references may not have all of the authors listed. However, what is here should be sufficient to enable you to find the article. Always consult the original prior to citing it in your own papers. Please let us know about your publications. Send the citations to: William Ross, Editor. E-mail: rosscba@uwlax.edu. ☒

## Upcoming Conferences and Workshops

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Compiled by Lori Chellevold and William Ross

### Academic Conferences (all dates are 1999):

**April 30-May 2.** Society for Industrial-Organizational Psychology (SIOP). Location: Atlanta, Georgia, USA. Contacts: (1) Ron Johnson; tel: (717) 941-4208; e-mail: johnsonr2@uofs.edu or (2) the SIOP office; tel: (419) 353-0032; e-mail: LHakel@siop.bgsu.edu

**May 6-16.** Seventh Annual International Conference on Conflict Resolution. Theme: "Sharing Tools for Personal & Global Harmony." Location: St. Petersburg, RUSSIA. Contact: Steve Olwean, Common Bond Institute, 12170 S. Pine Ayr Drive, Climax, Virginia USA. Tel: (616) 665-9393. E-mail: solwean@aol.com. Web: <http://ahpweb.org/cbi/icr.html>

**May 16-18.** Organizational Development (OD) Institute. Theme: "Nonviolent Large Systems Change." Location: Bandera (near San Antonio), Texas USA. Contact: OD Institute, 11234 Walnut Ridge Road, Chesterland, OH 44026 USA. \Tel: (440) 729-7419. E-mail: DonWCole@aol.com

**May 26-28.** Center for the Study of Work Teams. "Seventh Annual University of North Texas Symposium: Individual, Team, and Organizational Effectiveness." Location: Denton, Texas USA. Contact: Melanie Bullock. E-mail: melanieb@unt.edu

**May 28-June 1.** National Conference on Peacemaking and Conflict Resolution. Theme: "Weaving a New Beginning: Healing and Community." Location: Phoenix, Arizona USA. Contact: Victoria Nash, NCPCR, Institute for Conflict Analysis and Resolution, George Mason University, 4400 University Drive, Fairfax, Virginia 22030-4444. Tel: (703) 993-2440. E-mail: ncpcr@gmu.edu.

**May 29-June 2.** International Industrial Relations Association (IIRA). World Congress. Theme: "Global Integration and Challenges for Industrial Relations and Human Resource Management in the 21st Century." Location: Tokyo, JAPAN. **Submission Deadline (in English): January 31.** Contact: IIRA Secretariat, c/o Japan Institute of Labor, 8-23, Kamishakujii, 4-chome, Nerimaku, Tokyo 177-8502 JAPAN. Tel: +81 3-5991-5195. E-mail: iira12th@jil.go.jp

**June 4-6.** The Association of Japanese Business Studies. Twelfth Annual Conference. Location: Salt Lake City, Utah USA. **Submission Deadline: February 1, 1999.** Contact: Dr. Shane Schvaneveldt e-mail: schvaneveldt@weber.edu. Web: <http://www.ajbs.org>

**June 6-9.** Human Resource Planning Society. Theme: "Building Corporations Through People in the Midst of Major Economic and Cultural Shifts." Location: Ithaca, New York USA. Contact: Dr. Miles Overholt, Riverton Management Consulting Group, 303 East Broad Street, Palmyra, New Jersey 08065 USA.

**June 11-12.** Innovative Teaching in Human Resources & Industrial Relations. Location: Atlanta, Georgia USA. Contact: Dr. Bruce E. Kaufman, W.T. Beebe Institute of Personnel & Employment Relations, Georgia State University, University Plaza, Atlanta, Georgia 30303-3083 USA. Tel: (404) 651-2922. E-mail: ecfbek@ba-ecfor.gsu.edu.

**July 5-10.** Academy of Family Mediators (AFM) Annual Conference. Location: Chicago, Illinois USA. Contact: AFM, 4 Militia Drive, Lexington, MA 02173. Tel: (617) 674-2663. E-mail: afmoffice@igc.apc.org

**July 7-10.** Sixth Annual International Conference on Advances in Management. Location: Baton Rouge, Louisiana USA. Contact: Afzal Rahim, 1574 Mallory Court, Bowling Green, KY 42103 USA. Tel: (502) 782-2601. E-mail: icam2000@aol.com

**August 7-17.** International School on Disarmament and Research on Conflicts. Theme: "Computers, Networks, and International Security." Location: Rome ITALY. **Submission Deadline: June 15.** Fee: 340,000 Italian Lira. Contact: Professor Carlo Schaerf, University of Rome "Tor Vergata", I-00133 Rome, ITALY. Tel. +39-06 7259-4560/1 Fax: +39-06 2040309.

**January 7-9, 2000.** Industrial Relations Research Association (IRRA) national meeting. Location: Boston, Mass. USA. **Submission Deadline: January 15, 1999.** Contact: IRRA, University of Wisconsin at Madison, 4233 Social Science Building 1180 Observatory Drive, Madison, WI 53706-1393. Tel: (608) 262-2762. 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, Negotiation Journal, and perhaps a free copy of the editor's Christmas form letter (supplies are limited—reserve yours today!). For information about membership, please contact Dr. Bill Bottom, IACM Executive Officer, Professor of Organizational Behavior, John M. Olin School of Business, Washington University, Campus Box 1133, One Brookings Drive, St. Louis, MO 63130 USA. Tel: 314-935-6351, fax: 314-935-6359. E-mail: bottom@mail.olin.wustl.edu*

what it did well for my class, where it could be obtained). We should have e-mail hotlinks to members too, so that if you are looking for someone you could go to our page and email them. We might post all but the most recent Signal on the web. Old issues can easily be HTML-ed if they are in a word processing format.

The obstacles and details to consider as we move forward are:

- What should be the forum in which web page decisions are made?
- Who should do it? Where should it reside (a board question)?
- How should the information be maintained?

These decisions have big implications. It's not tough, but it takes some work and if we don't reward the effort it will not work well. If the page is not updated, it becomes uninteresting. On the other hand, we can make it by design easy to update (by not offering to maintain an extensive list of links, but rather by connecting to other well-maintained pages for those precious links). These are some of the "behind the scenes" issues with which our committee is grappling. If you have suggestions, please feel free to e-mail me at:

sanda@wolf.csuohio.edu. ☞

documentary Ackermann produced on ethnic conflict and preventative diplomacy in the Republic of Macedonia following its secession from Yugoslavia.

Other sessions will cover the full range of IACM topics; some highlights (in one person's mind, anyway) include sessions on deception and emotion in negotiation; the role of computer-mediated communication in conflict management; personality, style, and identity in negotiation; gender, discrimination, and negotiation; and two sessions on environmental disputes. There's much more than I can highlight here; a preliminary program is enclosed.

Two plenary panels highlighting conflict issues in Spain will add local flavor. The keynote panel session, scheduled for Monday afternoon, will explore the role of social movements in the ongoing struggle over the political future of the Basque region. Three scholars from Spain (two from a university in the Basque country) will join two U.S. conflict experts on the panel. A second panel on Tuesday afternoon will examine the internationally renowned cooperatives in the nearby city of Mondragón in the Basque region. These cooperatives are often viewed as successful alternatives to typical industrial organizational models, and academics and practitioners from far and wide have visited Mondragón to study their models of worker ownership and workplace democracy. Two representatives of the Mondragón Cooperatives Corporation and two scholars specializing in labor relations will discuss the myths and realities of Mondragón.

### **Beyond Sessions**

IACM wouldn't be IACM without special events, and the lineup for 1999 is an exceptional one. A pre-conference excursion (available for an extra charge) will take conference-goers on Sunday to the historic town of Loyola, birthplace of St. Ignatius, founder of the Society of Jesus (the Jesuits). The outing includes a visit to the old castle in Loyola, lunch in what I am told is a very good restaurant, and a scenic ride back to San Sebastián.

On Tuesday evening we ride by bus to the new Guggenheim Museum in nearby Bilbao for a museum tour and dinner. The museum's unmistakable architectural silhouette has attracted international acclaim. Dinner will be at the museum's restaurant, which is managed by one of the best chefs in the Basque country. The Guggenheim excursion also involves an extra charge over and above the conference fee, so be sure to indicate that you plan to participate on your IACM registration form if you would like to come.

Sandwiched between those events is Monday night's gala IACM banquet. The highlight of the evening will be honoring Harvard University Professor Emeritus Howard Raiffa with IACM's Lifetime Achievement Award. The banquet will also provide an opportunity to recognize outstanding conference papers with awards, and well as announce Association awards for best published articles and books.

### **Make Your Plans!**

If you haven't already done so, now is the time to make travel arrangements for the meeting. Full travel information, including printable registration forms, is available on the IACM 1999 Internet Web site at (San Sebastián may seem a bit out of the way for those coming from outside Europe, in fact it's easy to get to because there are three different airports in close proximity. The Web site has complete details [see article on page 1 - Ed.]. ☞