

# SIGNAL



CONFLICT  
MANAGEMENT  
GROUP

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JUNE, 1986    VOLUME I, No. 1

## Note from the Editor.

I am happy to send you our first issue of the newsletter. As you can see, we have titled it the *CMG Signal*. As is the case for most newsletter editors, I am always seeking interesting information to publish. Although the next issue will not come out until December, 1986, please don't hesitate to forward materials now. The deadline for materials to appear in the next issue is December 1, 1986. Also, feel free to make any suggestions or recommendations that might improve the *CMG Signal*.

## A Bibliography on Conflict

By now you should have received the May, 1986 copy of *A Bibliography on Conflict: Publications and Research-in-Progress* of Members of *Conflict Management Group* edited by M. Afzalur Rahim. A word of thanks goes to Dr. Rahim for a very well-done and useful publication.

## Report From M. Afzalur Rahim

### Formation of CMG

The need for the formation of the Conflict Management Group was first discussed informally with several faculty members attending the 44th (August 1984) annual meeting of the National Academy of Management at Boston. Every member I talked to encouraged me to take the initiative to form the Conflict Management Group. I took the opportunity to announce the formation of the CMG at a symposium **Managing Organizational Conflict** at the above Academy meeting which I chaired. The response was great. Several persons who attended the symposium wanted to join the CMG.

After coming back from the meeting I put together a membership form and an announcement for the CMG in a hurry and sent them to several persons who attended the conflict management symposium at the Academy and all the participants of the symposium. I also wrote to a number of professionals who are interested in teaching, research, or consultation in conflict management to join our group. A number of people responded to my request to join the CMG. Thanks to Richard Cosier (Indiana University) and Dean Tjosvold (Simon Fraser University) for returning the first two

completed membership forms. Also I received a number of letters encouraging the formation of the Conflict Management Group. I would like to extend my thanks to Kenneth Thomas (University of Pittsburgh) and Linda Putnam (Purdue University) for their encouragement.

The formation of the CMG was announced twice in the *Organizational Behavior Newsletter* of the Academy of Management. This helped us to convey the information on our group to a larger number of professionals in the United States and abroad. Ran Chermesh's (Ben-Gurion University) remark possibly represents the feelings of our international members: "Thank you for taking the initiative of forming a conflict management group. The worldwide response to your idea is the best proof of its value." We have currently 86 members in the CMG. Following is a breakdown of the membership.

### CMG's Membership

	Individual Members				Total
	Academic	Non-academi	Doctoral Students	In sti tuti onal Member	
Domestic	48	14	4	1	87
International	13	6			19
Total	61	20	4	1	86

### CMG's Objectives

The Conflict Management Group was formed to encourage research, teaching, and training and development on managing social and organizational conflicts. Research, teaching, and training and development are being encouraged by facilitating the exchange of information among members, by sponsoring symposia/conferences, and by providing a computer based clearinghouse for the publications, research projects, and training and development activities of the members.

The Conflict Management Group has planned the following activities during 1986-87:

1. Preparation of a list of publications, papers, and research projects of the CMG members for free distribution among the members and other interested parties.
2. Preparation of a list of doctoral dissertations and master's theses on conflict for free distribution among the CMG members and other interested parties.
3. Preparation of a list of training programs offered by the CMG members for free distribution among the members and other interested parties.
4. Publication of a semi-annual Newsletter for the CMG beginning in June this year.



5. Arranging the first International Conference on Managing Conflict scheduled for June 23-25, 1987 at the Center for Conflict Resolution, George Mason University, Fairfax, Virginia.

Please let us know if you want to get involved in any of the above activities.

There is no membership fee, individual or institutional memberships are welcome. Suggestions and inquiries for membership and the above activities should be addressed to Dr. M. A. Rahim, Management and Marketing, Western Kentucky University, Bowling Green, KY 42101, USA.

## First International Conference of the Conflict Management Group

Shortly after the idea of an international conference on conflict was raised, E. Van de Vliert graciously offered The Free University in Amsterdam as a sponsor and host. While that site seemed attractive to many of us, Gabe Sultzman thought it would be a good idea to poll our membership as to their preferences concerning a location. Opinionaires were returned with the following results:

Twelve respondents said they would attend the conference it held in Amsterdam, 14 were undecided, and 11 gave a definite no. One did not respond. On the other hand, 24 respondents indicated a greater likelihood of attending the conference it were held in the United States or Canada, 6 were undecided, and 8 gave a definite no.

While there are undoubtedly more elegant ways in which the survey items might have been worded, an over-riding sentiment for holding the 1987 conference in the U.S.A. or Canada seemed evident. By the way, the sentiments were not split strictly along geographic lines. For example, seven respondents in the U.S.A. and five from Europe and Asia indicated that they would attend a conference in Amsterdam. Of the latter, one member indicated a greater likelihood of attending a conference in the U.S.A. or Canada and two were not sure.

As a result, it was decided that the First International Conference of the Conflict Management Group would be held at George Mason University, Fairfax, Virginia June 23-25, 1987. The Conference will be sponsored by the Center for Conflict Resolution, located at George Mason.

## Program Objectives

1. The major objective of this proposed 3-day conference is to encourage scholars and practitioners to develop and disseminate theory and research that is useful to organizational and social system leaders for improving their conflict management skills.

2. An attempt will be made by the Conflict Management Group to publish a book from selected papers, presented in the conference, with the help of a commercial publisher.

## Program Organization

About 40 to 50 selected and 15 to 20 invited papers, and several symposiums and workshops will be presented at the conference. The conference will be organized around seven tracks and will feature the following:

- Track 1. Organization Conflict
- Track 2. Communication and Conflict
- Track 3. Negotiation and Bargaining
- Track 4. Arbitration and Dispute Resolution
- Track 5. Cross-Cultural Conflict Management
- Track 6. Perspectives from Political Science and Economics
- Track 7. Papers based on doctoral dissertations or masters' theses

The conference will feature competitive paper sessions, symposia, and workshops designed to allow the participants to share ideas and research findings. The focus will be on how our theory and research can be made useful to practicing managers and social system leaders.

The Conflict Management Group will call for papers, symposia, and workshops for the conference within and outside the U.S. After the papers and proposal for symposia and workshops are received, they will be blind-reviewed. The papers and proposals for symposia and workshops recommended by their respective track chairs and reviewers will be selected for presentation at the conference.

In addition to the above, the Conflict Management group invited nominations from its members of the distinguished professionals who would be invited to present papers at the proposed conference. The following professionals have been nominated:

1. Kathleen Allison, *American Bar Association*
2. Max H. Bazerman, *Northwestern University*
3. Morton Deutsch, *Columbia University*
4. Roger Fisher, *Harvard University*
5. Margaret S. Herman, *University of Georgia*
6. Pradip N. Khandwala, *Indian Institute of Management Ahmedabad*
7. Senator Mark Matsunaga, *Hawaii*
8. Henry Mintzberg, *Mc Gill University, Canada*
9. Gareth Morgan, *York University, Canada*
10. David Nickson, *University of Bradford, England*
11. Dean G. Pruitt, *State University of New York at Buffalo*
12. S. M. Saiyadain, *Indian Institute of Management Ahmedabad*



13. Thomas C. Schelling, Harvard University
14. Lawrence Susskind, Harvard University
15. Jai B.C. Sinha, Institute of Social Studies, India
16. Howard Raiffa, Harvard University
17. Kenneth W. Thomas, University of Pittsburgh
18. Richard E. Walton, Harvard University

Conference participants will be requested to attend the annual meeting of the Conflict Management Group to discuss the program for its Second international Conference. The agenda for this meeting will include the selection of place, date, and overall theme of the second meeting.

## Constructive Conflict Management Symposium

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A conflict symposium is being held as part of the 21st International Congress of Applied Psychology (IAAP), Jerusalem, Israel, **July 13-18, 1986**.

**Organizer:** Evert van de Vliert, *Free University, Amsterdam, The Netherlands*

**Keynote Address:** Kenneth W. Thomas, *University of Pittsburgh, U.S.A.*

**Papers:** Ronald J. Burke, *York University, Canada*  
 Berndt Keller, *University of Essen, West Germany*  
 Hugo C. M. Prein, *State University of Utrecht, The Netherlands*  
 Dean Tjosvold, *Simon Fraser University, British Columbia, Canada*  
 Evert van de Vliert and Johannis W. Hordijk, *Free University, Amsterdam, The Netherlands*

## Intercorrelations Requested

Dr. Hugo C. M. Prein and I are doing a meta analysis of tables with 10 intercorrelations between avoiding accommodating, compromising, problem solving and forcing. We already have all the tables from papers published in "organization science journals", including OSHP, AMJ, ASQ and Personnel Psychology.

If you have additional intercorrelation tables, published or unpublished, that could be used in our secondary analysis, you are kindly requested to send them to the address below. Please, mention author(s), year of "publication", measurement instrument used, specific operationalizations, reliability coefficients (if any), nature of the sample, and sample size.

Dr. Evert van de Vliert  
 Department of Social Psychology  
 Free University  
 DeBoelelaan 1081  
 1081 HV Amsterdam  
 The Netherlands

## National Meeting of the Academy of Management

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Dr. Rahim has expressed a desire for all CMG members who will be attending the National Meeting of the Academy of Management in August to meet informally during this time. This will be an opportunity to meet each other and perhaps do some informal planning. Specific details as to when and where will be sent to you prior to the meeting.