

(Seal)

Conference Program

Ninth Annual Conference

of the

International Association
For Conflict Management

June 2-5, 1996

Ithaca, New York

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I would like to thank the program committee for their help reviewing all of the papers submitted for this conference. I would also like to thank: **Stephanie King** and **Manoj Kumar** for their work processing paper submissions; **Laurie Weingart**, **Carsten de Dreu**, **Bruce Barry**, and **Betsy Wesman**, for repeatedly providing advice about program planning; **Roy Lewicki**, **Linda Putnam**, **Chris McCusker**, and **Terry Boles**, for evaluating best papers; and **Bill Smith** for organizing the proceedings.

Thank you!
Ray Friedman

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Owen Graduate School of Management, Vanderbilt University
Syracuse University School of Management
New York State School of Industrial and Labor Relations at Cornell
Syracuse Office of American Arbitration Association
Industrial Relations Research Association, Central New York Chapter

Sunday, June 2

8:30 - 10:30 AM

Pre-Conference Workshop

Theatre and Conflict: Skills for Everyday Living (Pennsylvania)

Trainer: David Kottenstette, Metropolitan State College of Denver

11:00 - 1:30 PM

Brunch Cruise

Advanced registration required. If you did not pre-register, check for availability.

1:45 - 2:45 PM

Pre-Conference Demonstration (Yale/Princeton)

Demonstration of "Allwyn Hall," a CD ROM training tool for college students to learn basic conflict management skills, such as listening, reframing, and brainstorming. *Martha Harty, Carnegie Mellon University.*

3:00 - 3:30 PM

Opening Plenary Session (Amphitheatre)

3:45 - 5:30 PM

Conflict in the Asian Context I: National Perspectives (Amphitheatre)

Symposium organized by Kwok Leung, Chinese University of Hong Kong & Dean Tjosvold, City University of Hong Kong

Presenters: *Tran Hiep, National Centre for Social and Human Sciences of Vietnam; Young-Ho Cho, Ho-Hwan Park, Ajou University, Korea; Siriyupa Roongrerngsuke; James Wall, University of Missouri-Columbia & Kenichi Ohbuchi, Tohoku University*

Discussants: *Morton Deutsch, International Center for Cooperation and Conflict Resolution & Harry C. Triandis, University of Illinois at Urbana-Champaign*

Bias and Decision-Making in Negotiation (Pennsylvania)

Session Chair: Chris McCusker, Yale University

- **Scripts in Bilateral Negotiation**, *Kathleen M. O'Connor & Ann A. Adams, Rice University*
- **Adaptation Level Phenomena and the Prevalence of Cooperation**, *Paul W. Paese, UM - St. Louis*
- **Negotiation Impasses: Causes and Cures**, *Linda Babcock, George Loewenstein, Carnegie Mellon University; Colin Camerer, Caltech; Samuel Issacharoff, University of Texas*
- **Negotiating Risks: Forms of Uncertainty and the Impact of Reference Points on Tactics and Settlement**, *William P. Bottom, Washington University*

6:00 - 8:00 PM

Barbecue Buffet “Beach Party” (Terrace, Lower Level)

8:30 - 10:30 PM

Showcase Poster Session and Cash Bar (Conference Foyer)

- **Using Adventure to Bring Disciplines Together in the Teaching of Conflict Management**, *Nadja Spegel, TC Beirne School of Law*
- **Using the Delphi Method to Map the Contours of Graduate-Level Training in Dispute Resolution**, *William C. Warters, Nova Southeastern University*
- **Comparative Analysis of Flexible Behaviors Dynamics in Labor and Commercial Negotiations**, *Maria Koutsovoulou & H. Touzard, Universite De Paris V*
- **Racioethnic Differences Among Managers on Conflict Management**, *Miriam Rothman, University of San Diego*
- **A Conflict Communication Critique of Negotiator Pro Interactive Software Program**, *Deanna F. Womack & Peter F. LaBreck, Stonehill College*
- **Training and Market Conditions as Factors in Negotiator Performance**, *Nadja Spegel, TC Beirne School of Law & David Churchman, California State University*
- **Islam, Federalism, and Conflict Coordination in Malaysia** *S. Ahmad Hussein, Universiti Sains Malaysia*
- **Patterns of Styles in Conflict Management and Effectiveness** *L. Munduate & J. Ganaza, Universidad de Seville; & J.M. Peiro, Universidad de Valencia*
- **A Model of Conflict Management Training**, *Hugo Prein, Utrecht University*

Monday, June 3

8:30 - 10:00 AM

Integrative Bargaining and Social Motivation (Amphitheatre)

Session Chair: Michele Gelfand, University of Illinois

- **Social Motivation in Integrative Negotiation: A Meta-Analysis**, *Laurie Weingart, Carnegie Mellon University & Carsten K.W. De Dreu, University of Amsterdam*
- **Individualism/Collectivism and Joint Gain: Illuminating the Path to Integrative Bargaining Agreements**, *Deborah A. Cai, University of Maryland; Steven R. Wilson, Northern Illinois University; Laura Drake, Iowa State University*
- **Heterogeneity in Negotiating Groups: Should We Be Cooperatively or Individualistically Oriented?**, *Vidar Schei & Jørn Rognes, Norwegian School of Economics and Business Administration*
- **Potent Alternatives and Social Motivation in Integrative Negotiations**, *Ellen Giebels, University of Groningen; Carsten De Dreu, University of Amsterdam; & Evert van de Vliert, University of Groningen*

Managing Diversity I: Applications of Social Identity Theory (Yale/Princeton)
Session Chair: Tricia Jones, Temple University

- **Diversity Implications of Workforce Reductions: Corporate Actions and Employee Reactions**, *Kelly A. Mollica & Barbara L. Gray, Penn State University*
- **The Ingroup and the Outgroup in Individual and Group Ultimatum Bargaining**, *Christopher Robert & Peter Carnevale, University of Illinois at Urbana-Champaign*
- **Conflict Behavior of Dutch Military Officers in UN Peacekeeping**, *Richard DeRidder, Tilburg University & Martin C. Euwema, University of Utrecht*
- **When Excuses Don't Work: The Persistent Injustice Effect among Black Managers**, *Martin Davidson, Dartmouth College & Ray Friedman, Vanderbilt University*

Organizational Conflict (Pennsylvania)

Session Chair: Karen A. Jehn, University of Pennsylvania

- **Principal's Leader Power, Teacher Empowerment, Teacher Compliance, and Conflict**, *Patsy E. Johnson, University of Kentucky & Paula M. Short, University of Missouri*
- **Managing Conflict Between Hong Kong and North America to Develop New Products and Trust**, *Dean Tjosvold, City University of Hong Kong & Shigeru Sasaki, Takasaki City University of Economics*
- **Cooperative Conflict, Leader-Member Relationships, and Citizenship Behavior in China**, *Kenneth S. Law, Hong Kong University of Science and Technology; Dean Tjosvold, City University of Hong Kong; & Chun Hui, Hong Kong University of Science and Technology*
- **Stakeholder Conflict and Harmony: Administrator-Nurse-Physician Relationships in Hospitals Undergoing Organizational Change**, *Grant T. Savage, Texas Tech. University; Martin C. Euwema, University of Utrecht & Leo Vogelzang, Utrecht University*

10:30-12:00 AM

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

Panel organized by Mike Gaffney, Cornell University.

Participants: *Ron Seeber, Bernard Flaherty, Pat Semanek, Sally Klingel & Ann Martin, Cornell University*

Conflict in the Asian Context II: Research Through Western Eyes (Amphitheatre)
Symposium organized by Anne L. Lytle, Hong Kong University of Science and Technology

- **Conflict in the Asian Pacific Region: Building a Common Understanding**, *Anne L. Lytle, Hong Kong University of Science & Technology*
- **Understanding Conflict Behavior in China**, *Catherine H. Tinsley, Georgetown University*
- **Inter-cultural Negotiation between Japanese and U.S. Managers**, *Jeanne M. Brett, Northwestern University & Tetsushi Okumura, Shiga University*
- **Who's Going to Change? Perceptions of Cultural Differences and Implications for Concessionary Behavior in Chinese-Americans Disputes**, *Michelle Buck, McGill University & Anne L. Lytle, Hong Kong University of Science & Technology*
- **Stereotyping and Conflict: A Study of South Korean, Taiwanese, Hong Kong, Singaporean, and Thai Perceptions of the Japanese**, *Sherry M. Bushnell & Karen Jehn, University of Pennsylvania*

Studies of Justice and Fairness (Yale/Princeton)

Session Chair: Roy Lewicki, The Ohio State University

- **To Grieve or Not to Grieve: Factors Related to Voicing Discontent in Organizational Simulation**, *Julie B. Olson-Buchanan, California State University*
- **When Procedural Information is Inaccessible: Is Outcome Fairness Used to Make Procedural Fairness Judgments?**, *Joseph P. Daly, Walker College of Business & Thomas M. Tripp, Washington State University*
- **Explaining Negative Events: Attribution Theory and the Effectiveness of Social Accounts**, *Robert J. Robinson, Harvard Business School & Fiona Lee, University of Michigan*
- **Expectations Surrounding the Distribution of Adventitious Outcomes: The Impact of Gender and Race**, *Jennifer Halpern, Cornell University; Terry L. Boles, University of Iowa; Donald E. Conlon, University of Delaware; Eros DeSouza, Illinois State University; Wallace Gatewood, Morgan State University; Judi McLean Parks, John M. Olin School of Management; & J. Keith Murnighan, Northwestern University*

1:30 - 3:00 PM

Keynote Address: Thomas Kochan (Carrier Ballroom)

The Growing Demand for Conflict Resolution: Are we up to the Challenge?

3:30 - 5:00 PM

Organizational Due Process: Strategic Issues and Current Research (Yale/Princeton)

Symposium organized by Mark Keppler, California State University, Fresno

- **How Should Non-Union Complaint Systems be Studied?** *Donna Blancero, Arizona State Univ.*
- **Alternative Dispute Resolution in the Workplace: After Gilmer -- Clarity or Confusion?**, *Mark Keppler, California State University, Fresno*
- **Faculty Grievance Codes: A Study of Organizational Due Process in Universities**, *Doug McCabe, Georgetown University*
- **Promoting Inter-Departmental Cooperation: A Diagnostic and Conceptual Framework**, *Peter Dominick & Sandra Lionetti, Stevens Institute of Technology*

Managing Diversity II: Interventions in Diverse Contexts (Pennsylvania)

Session Chair: Martin Davidson, Dartmouth College

- **Power Asymmetries in Mediated Disputes**, *Thomas W. Milburn, Ohio State University & Richard Klimoski, George Mason University*
- **Organizational Conflict Management: The Inner Conflicts of Academic Ombudsing**, *Joan Mikalson*
- **Backlash: Fact or Fiction? A Theoretical Model for Diversity Training**, *Judi McLean Parks, Washington University & Joe Banas, University of Minnesota*
- **Preventive Diplomacy in South Africa: Lessons on Focus and Timing**, *Timo Kivimaki, University of Lapland*

Personal and Group Differences in Negotiation (Amphitheatre)
Session Chair: Bill Bottom, Washington University

- **Revisiting the Role of Personality in Negotiation: Distributive Processes and Outcomes**, Bruce Barry and Ray Friedman, Vanderbilt University
- **Use of Heuristic Cues in Negotiation: A Motivated Information-Processing Approach**, Carsten K.W. De Dreu, University of Amsterdam; Sander L. Koole & Frans L. Oldersma, University of Groningen
- **Integrative Bargaining: Does Gender Matter?**, Patrick S. Calhoun, & William P. Smith, Vanderbilt University
- **Conflict Management Styles: Linkages Between National Culture and Gender**, Patricia M. Seybolt, C. Brooklyn Derr, & Troy R. Nielson, University of Utah

6:30-9:30 PM

Rockwell Museum Tour and Dinner

Advanced reservation required. If you did not pre-register, check for availability.

Tuesday, June 4

8:30 - 10:00 AM

ISOCAN: The Illinois Studies of Culture and Negotiation (Yale/Princeton)
Symposium organized by Peter Carnevale & Harry Triandis, University of Illinois

- **Overview of ISOCAN**, Peter Carnevale, University of Illinois at Urbana-Champaign
- **The Meaning of Negotiation Situations in Individualist and Collectivist Cultures**, Michele Gelfand, University of Illinois at Urbana-Champaign
- **Collectivist Morality in Negotiations**, Harry Triandis, University of Illinois at Urbana-Champaign
- **Mediation of Disputes in Individualist and Collectivist Cultures**, Tahira Probst, & Chris Robert, University of Illinois
- **Discussion**, Kwok Leung, Chinese University of Hong Kong

Mediation and Arbitration (Pennsylvania)

Session Chair: William P. Smith, Vanderbilt University

- **A Research Project on Divorce Mediation Using the Reflective Case Study Method**, Kenneth Kressel, Rutgers University
- **Mandatory vs. Voluntary Mediation: An Archival Evaluation**, Karen Duffy, SUNY at Geneseo; James Grosch, Wayne State University & Paul Olczak, SUNY at Geneseo
- **Conflict Resolution and Peer Mediation Programs in Schools: Research Review**, David W. Johnson, Roger T. Johnson, University of Minnesota
- **Decision-making in Arbitration: The Influence of Arbitrator Type, Discipline Standard, and Gender on Grievance Outcomes**, Lisa B. Bingham & Debra Mesch, Indiana University

Ethics in Bargaining and Dispute Resolution (Amphitheatre)

Session Chair: Bruce Barry, Vanderbilt University

- **Lies in the Skies: Deceit and Organizational Image in the Airline Industry**, *Karen Jehn & Elizabeth Scott, University of Pennsylvania*
- **Effect of Perspective-Taking on Negotiators' Perceptions of Ethics in Bargaining**, *Shirit Kronzon & John Darley, Princeton University*
- **Facing Dirty Tricks in Mediation: The Case of the NAPC**, *Andreas G. Nikolopoulos, Athens University of Economics and Business*
- **Extending and Testing a 5-Factor Model of Ethical and Unethical Bargaining Tactics: Introducing the SINS Scale**, *Robert J. Robinson, Harvard Business School; Roy Lewicki, The Ohio State University & Eileen Donahue, Williams College*

10:30 - 12:00 AM

The Role of Affect in Conflict Management (Pennsylvania)

Session Chair: Linda Putnam, Texas A&M University

- **Understanding Emotion and Emotional Expression for Crisis Negotiation**, *Randall G. Rogan, Wake Forest University & Mitchell R. Hammer, The American University*
- **The Role of Disputant Affect in Perceptions of Mediator Bias**, *AnJanette A. Nease & Kathleen M. O'Connor, Rice University*
- **How Does it Feel?: The Informational Role of Affect in Conflict**, *Jonathan A. Rhoades, University of Illinois, Urbana-Champaign*

The Effects of Social Context on Negotiations (Amphitheatre)

Session Chair: William Ross, University of Wisconsin, La Crosse

- **The Effect of Time Pressure on Negotiation Outcome and Process**, *Igor Mosterd & Christel Rutte, University of Nijmegen*
- **Neighborhood Effects--A Spatial Analysis of Public School Strikes**, *Xianghong Wang, Carnegie Mellon University*
- **Accountability in Intergroup Negotiations: A Cross-Cultural Perspective**, *Michele J. Gelfand, University of Illinois, Urbana-Champaign*
- **"Knowing me, Knowing you..." Effects of Pseudo-Relevant Person Information in Computer-Mediated Negotiation**, *Carsten K.W. De Dreu, University of Amsterdam & Onne Janssen, University of Groningen*

Environmental Conflict: The Role of Perceptions (Yale/Princeton)

Symposium organized by Sanda Kaufman

- **Ranking the Environmental Priorities of a Region**, *Sanda Kaufman, Cleveland State University*
- **Intergenerational Justice: Cognitive and Motivational Determinants of Intergenerational Discounting, Moral Reciprocity, and Judgment of Fairness in Resource Allocation Between Generations**, *Kimberly Wade-Benzoni, Northwestern University*
- **Framing Environmental Disputes: A Field Study of Wetland Permit Cases**, *Craig Davis, Ohio State University*
- **Framing Environmental Disputes: An Experimental Approach to Measuring Frame Dynamics**, *Roy Lewicki, The Ohio State University*
- **Cross-Cultural Differences in Risk Perceptions**, *Elke Weber, The Ohio State University*
- **The Environmental Protection Agency as a Statute-Defined Political Culture**, *Lee Scharf, Environmental Protection Agency*

1:30 - 3:00 PM

Conflict in the Asian Context III: Learning from Diverse Perspectives (Amphitheatre)
Keynote Symposium organized by Kwok Leung, Chinese University of Hong Kong; Anne Lytle, Hong Kong University of Science & Technology & Dean Tjosvold, City University of Hong Kong

Moderators: *Morton Deutsch, Teachers College Columbia University & Harry C. Triandis, University of Illinois at Urbana-Champaign*

Participants: *Trans Hiep, National Centre for Social and Human Sciences of Vietnam; Young-Ho Cho, & Ho-Hwan Park, Ajou University; Siriyupa Roongrerngsuke; James Wall, University of Missouri-Columbia; Kenichi Ohbuchi, Tohoku University; Kwok Leung, Chinese University of Hong Kong; Anne L. Lytle, Hong Kong University of Science and Technology; Catherine H. Tinsley, Georgetown University; Michelle Buck, McGill University; Sherry M. Bushnell, University of Pennsylvania; Jeanne M. Brett, Kellogg Graduate School of Management & Dean Tjosvold, City University of Hong Kong*

3:30-5:00 PM

Conflict Within Teams and Organizations (Amphitheatre)

Session Chair: Carsten De Dreu, University of Amsterdam

- **To Agree or Not to Agree: The Effects of Value Congruence, Member Diversity and Conflict on Workgroup Outcomes**, *Karen Jehn, Clint Chadwick & Sherry Bushnell, University of Pennsylvania;*
- **A Social Network Perspective of Intra Group Conflict**, *Pri Shah & Diane Rulke, University of Minnesota*
- **Preventing the Cost of Affective Conflict During Team Decision Making**, *Onne Janssen, Evert van de Vliert, & Christian Venstra, University of Groningen*
- **Social Behavior within Cohesive Decision Making Groups: Chinese and American Cultures**, *Karen L. Harris, Western Illinois University & Roger Nibler, Lingnan College*

Emerging Challenges in Conflict Management (Yale/Princeton)

Session Chair: Sanda Kaufman, Cleveland State University

- **Conflict of Privatization at Russian Enterprises**, *Andrej K. Zaitsev, Kaluga Institute of Sociology*
- **Rebuilding Community: Psycho-Social Healing, Reintegration and Reconciliation at the Grass-Roots**, *Kimberly A. Maynard*
- **Managing Intergang Conflict: Norms from the Interstate System**, *Russell Leng, Middlebury College & Errol Henderson, University of Florida*
- **Alternative Dispute Resolution at the Environmental Protection Agency: Superfund Enforcement Disputes**, *V. Lee Scharf, Environmental Protection Agency*

Mediation: International Views (Pennsylvania)

Session Chair: Anne Lytle, Hong Kong University of Science and Technology

- **Social Change and Social Conflict in Modern Russia**, *Karen G. Duffy, SUNY at Geneseo*
- **The Influence of Culture on Preferences for Third Party Help in Two Countries**, *Kamil Kozan, Ste. John Fisher College & Canan Ergin, Hacettepe University*
- **Coordinating Intermediary Peace Efforts**, *Louis Kriesberg, Syracuse University*
- **The Production of Truth/Power in Mediation**, *Luis Arturo Pinzón, Universidad de los Andes*

5:30 - 6:30 PM

Business Meeting (Amphitheatre)

Chair: Jim Wall, University of Missouri, President of the IACM

- Announcements
- Reports on Committees and Tasks Forces
- Report on 1996 Conference
- Passing of the Gavel from the Fifth to the Sixth President
- Future Committees and Task Forces
- Planning the 1997 Conference
- Planning the 1998 Conference

7:00 - 9:30 PM

Awards Banquet (Carrier Ballroom)

Wednesday, June 5

8:30 - 9:30 AM (Amphitheatre)

Evaluating Conflict Resolution Interventions in International Conflicts

Roundtable organized by Ronald Fisher, University of Saskatchewan; Dynthia Chataway, York University & Daniel Druckman, National Research Council

Note: See proceedings for
addresses of conference participants.