
News and Notes

A “Mosaic of Possibilities” for Third ACR Meeting

“The World of Conflict Resolution: A Mosaic of Possibilities” is the theme for one of the largest gatherings of the dispute resolution community, the annual conference of the Association for Conflict Resolution (ACR), which takes place October 15-18, 2003 in Orlando, Florida. This will mark the third annual conference of the organization of professional dispute resolvers, educators, and others interested in negotiation, which resulted from the merger of the former Society of Professionals in Dispute Resolution (SPIDR), the Academy of Family Mediators, and the Conflict Resolution Education Network

More than 100 different workshops, panel discussions and other programs are planned for the October meeting, which annually has become the major “get-together” for people who work as negotiators or are interested in learning about the

field. Among the questions to be considered by conference panelists are: What are the “best practices” in conflict resolution? What do we as conflict resolvers want our field to become? What are the opportunities and challenges? What are the threats? What are the creative uses and innovative practices in conflict resolution?

For details on how to register for this meeting as well as information about the Association for Conflict Resolution, visit the organization’s website, www.acresolution.org.

Or contact the organization at its new address (the office recently moved from one Washington location to another), which is:

1015 18th Street NW
Suite 1150
Washington, D.C. 20030.

In addition to moving to new office space in Washington, ACR has a new telephone number: 202-464-9700.

Watkins Wins Book Prize Second Year in a Row

For the second consecutive year, Michael Watkins (a professor of management at the Harvard Business School) has written a book that has been selected as co-winner of the past year's "best book" on negotiation, an award presented annually by the New York-based Center for Public Resources (CPR) Institute for Dispute Resolution.

Professor Watkins' book, *Breakthrough Business Negotiation: A Toolbox for Managers*, was selected as the co-winner of the CPR book prize along with the second edition of Victor A. Kremenyuk's *International Negotiation: Analysis, Approaches, Issues*. Both the Watkins and Kremenyuk books were published in 2002 by Jossey-Bass Publishers of San Francisco.

Last year, Watkins and Susan Rosegrant were selected as co-winners of the CPR book award for *Breakthrough International Negotiation: How Great Negotiators Transformed the World's Toughest Post-Cold War Conflicts* (San Francisco: Jossey-Bass, 2001). The co-winner of the book prize last year was *Guide to Judicial Management of Cases in ADR*, by Robert J. Niemic, Donna Stienstra, and Randall E. Ravitz (Washington: Federal Judicial Center, 2001)

The book prizes were among a variety of awards presented during the CPR Institute for Dispute Resolution's 20th annual awards program for outstanding achievement in conflict resolution. This year's awards program (sponsored by the General Electric Company, with Peter A. and

Linda R. Hoffman serving as sponsors of the student articles category) took place at a dinner held at New York City's Plaza Hotel.

The James F. Henry Award, named in honor of the CPR Institute's founder, was presented to Chief Justice Thomas J. Moyer of the Supreme Court of Ohio for his exemplary ADR leadership in the state judiciary.

The award for Outstanding Practical Achievement this year went to SquareTrade, Inc., Steve Abernethy (President and CEO), for innovations in on-line dispute resolution.

In the Professional Articles category, this year's prize went to Catherine A. Rogers for "Fit and Function in Legal Ethics: Developing a Code of Conduct for International Arbitration," which appears in volume 23 of the *Michigan Journal on International Law* (2002 at 341) and a companion essay, "Context and Institutional Structure in Attorney Regulation: Constructing an Enforcement Regime for International Arbitration," which appears in volume 39 of the *Stanford Journal on International Law* (2002 at 1). An honorable mention in this category went to John Lande for "Using Dispute System Design Methods to Promote Good-Faith Participation in Court-Connected Mediation Programs," which appears in volume 50 of the *UCLA Law Review* (2002 at 69).

The Student Articles Prize was awarded to Christine M. Reilly for "Achieving Knowing and Voluntary Consent in Pre-Dispute Mandatory Arbitration Agreements at the Contracting Stage of Employment," appearing in volume 90 of the *Uni-*

versity of California Law Review (2002 at 1203).

The CPR Institute's award for Problem Solving in the Law School Curriculum was presented to Professors James L. Winokur (University of Denver School of Law), R. Wilson Freyermuth (University of Missouri-Columbia School of Law) and Jerome M. Organ (University of St. Thomas School of Law) for their first-year Property Course and accompanying text *Property and Lawyering* (West Group, 2002), with Honorable Mention to Northwestern University School of Law for its, "Lawyer as Problem Solver Conference for First-Year Law Students."

The CPR Institute for Dispute Resolution is an alliance of 500 global corporations and leading law firms who support the resolution of resolving business and public disputes through mediation and other forms of dispute resolution. Further information on the CPR Institute and the organization's annual awards program can be found at www.cpradr.org.

Fellowship Opportunities at Program on Negotiation

Continuing its tradition of support for doctoral degree students, the Program on Negotiation (PON) at Harvard Law School once again will be awarding fellowships to graduate students whose research focuses on negotiation and dispute resolution during the 2004-2005 academic year. Persons interested in this fellowship may want to start working on the application process this summer and fall. The deadline for submitting all materials in connection with the

2004-2005 academic year fellowships is Friday, January 30, 2004.

Doctoral candidates in the fields of economics, psychology, sociology, anthropology, international relations, public policy, urban planning, business, and law are encouraged to apply. Doctoral candidates must have completed all degree requirements except for the dissertation. Graduate law students are also eligible in connection with scholarly research undertaken to satisfy their SJD thesis requirements.

Each applicant should submit a detailed description of his or her proposed research (no longer than 15 pages); a research budget indicating all expenses and other possible sources of financial support; a resumé; and a departmentally-approved dissertation proposal. In addition, each applicant must submit two letters of recommendation, one of which must be from the faculty member who will be supervising his or her research.

Applicants who can demonstrate matching support will be given priority.

While applicants are not required to work within the university or department of a Program on Negotiation faculty member, preference will be given to research that is of particular interest to one or more members of the PON faculty. Applicants not currently working with PON faculty are advised to identify a PON faculty member to whom their research is likely to be of interest, and to solicit a letter of support from that person. They should contact their home department, or PON directly, for a list of PON-affiliated

faculty members. Information on the PON faculty is also available at: www.pon.harvard.edu.

The fellowship awards provide a stipend of up to \$15,000 for the academic year. The final amounts awarded will be based upon a variety of factors, including the candidate's proposed research budget, matching support, and the value of the proposed research to advancing theory in negotiation. In addition to financial support, PON will offer limited office space and support services.

The PON Graduate Fellowships are designed to support a year of dissertation research and writing in negotiation and related topics in alternative dispute resolution. In addition, in keeping with PON's goal of supporting the development of the next generation of negotiation scholars, the program is designed to provide fellows with the opportunity to immerse themselves in the many resources that PON has to offer.

The PON Graduate Fellowship is a residential program; fellows will be expected to spend 80 percent of their time immersed in their research, writing and PON activities.

Applications should be directed to:

Graduate Fellows Program
Program on Negotiation
513 Pound Hall
Harvard Law School
Cambridge, Mass 02138

HBS Offers Short Course on "Changing the Game"

"Changing the Game: Negotiation and Competitive Decision Making" is the topic of a five-day executive edu-

cation course at the Harvard Business School which, due to its popularity, is now being offered three times a year by HBS.

Although a significant part of the curriculum for "Changing the Game" focuses on negotiation and deal making, the faculty also cover managerial decision making in an array of competitive decision-making contexts. The primary goal is to provide a learning opportunity in which participants: evaluate how they currently think in competitive environments; determine what it is they do well; and identify potential areas of thinking where improvement is possible.

Max H. Bazerman, Jesse Isidor Straus Professor of Business Administration, is faculty chair for this executive education program. The teaching team, all members of the Harvard Business School faculty, includes: Ashish Nanda, associate professor; Alvin E. Roth, George Gund Professor of Economics and Business Administration; James K. Sebenius, Gordon Donaldson Professor of Business Administration; Kathleen L. McGinn, professor of business administration; and Michael A. Wheeler, MBA Class of 1952 Professor of Management Practice.

Upcoming dates for "Changing the Game: Negotiation and Competitive Decision Making" include: August 17-22, 2003, November 2-7, 2003, and March 21-24, 2004.

For a brochure or more details on this course and other executive education offerings at the Harvard Business School, visit its website at: www.exed.hbs.edu. The mailing address is: Executive Education,

Harvard Business School, Boston, Mass. 02163.

Several of the HBS faculty members also teach in the executive education program offered by the Program on Negotiation (PON) at Harvard Law School. The PON courses are generally one and one-half to three days in length. For brochures or additional information about these offerings, contact the following website: www.pon.exec-seminars.com. Alternatively, those interested in the PON executive education program may contact the Center for Management Research, 55 William St., Wellesley, Mass. 02181.

“International Biennale on Negotiation” Planned

Faculty members who teach negotiation, researchers, business professionals, diplomats, government and social institution representatives, and other negotiation practitioners are among those who are being invited to participate in the first “International Biennale on Negotiation,” to take place in Paris, France, December 11 and 12, 2003.

The event is being organized by a multinational group of negotiation scholars and professionals, and presentations will cover such topics as: diplomacy, business and “in-house” negotiation, ethics, environmental negotiation, dealing with uncertainty and risks, cultures and identities,

teaching, training and apprenticeships, and numerous others.

Those interested in either making a presentation or attending the December event in Paris should contact the conference coordinator:

Dorothee Tokic
Manager of the Negotiation
Expertise Platform
NEGOCIA—8, avenue de la Porte
de Champerret
75838 Paris cedex 17
email: transnego@negocia.fr

Those serving on the Steering and Organization Committee for the Biennial include: Sophie Allain, Enrico Colla, Christophe Dupont, Guy Olivier Faure, Daniel Sisco, and Dorothee Tokic.

The Scientific Committee is being chaired by Enrico Colla of CCIP/Negocia, Paris, and Christophe Dupont of LEARN-ESC, Lille, France. Members of the committee include: Sophie Allain, Daniel Druckman, Guy Olivier Faure, Gilles Gauthier, Alain Jolibert, Christer Jönsson, Victor Kremenyuk, Pierre Lascoumes, Zuzana Lehmannova, Alain Lempereur, Roy Lewicki, Anne Macquin, Laurent Mermet, Robert Mnookin, Frank Pfetsch, Dean G. Pruitt, Jacques Rojot, Valerie Rosoux, Jeswald Salacuse, Jacques Salzer, Gunnar Sjöstedt, Patricia Stern, Christian Thudereroz, Stephen Weiss, and I. William Zartman.

New Books

Abu-Nimer, Mohammed. *Nonviolence and Peace Building in Islam: Theory and Practice.* Gainesville: University Press of Florida, 2003. 234 pages. \$55.00 (hard-cover) ISBN: 1-800-226-3822.

Written by a Muslim scholar, lecturer, and trainer in conflict resolution, this book focuses on the largely unexplored theme of nonviolence and peace building in Islamic religion, tradition, and culture. After reviewing existing studies on the topic, the author describes principles and values in the Qur'an, Hadith, and Islamic tradition that support the application of nonviolence and peace-building strategies in resolving disputes. He addresses the challenges that face the utilization of peace building and nonviolent strategies in an Islamic context, exploring the gap between Islamic values and ideals and their applications in day-to-day reality.

The author presents and analyzes three case studies, drawing from the political, sociocultural, and profes-

Negotiation Journal is pleased to offer its readers descriptions of recently published books of interest. A listing in this section does not constitute an evaluation of the book's merits or limitations, nor does it exclude a book from consideration as the subject of a subsequent review in the *Journal*. Space permitting, *Negotiation Journal* will list as many new publications in this section as possible. Suggestions are welcome.

sional arenas. The initial case, the first (1989) Palestinian *Intifada*, is analyzed by looking at the Islamic cultural and religious values and rituals that played a role in mobilizing communities to join the movement. The second case study deals with the role such values play in traditional Arab dispute resolution practitioners, such as *Sulha* (mediation, arbitration, and reconciliation). The third case focuses on the obstacles and the challenges facing professionals who provide peace-building and

conflict resolution training and initiatives within the Islamic world.

Mohammed Abu-Nimer is associate professor in the International Peace and Conflict Resolution Program at American University, Washington, D.C., where he is also director of the Conflict Resolution Skills Institute.

De Clercq, Mark, editor. *Negotiating Environmental Agreements in Europe: Critical Factors for Success*. Northampton, Mass.: Edward Elgar Publishing, 2002. 405 pages. \$120.00 (hard-cover) ISBN: 1-84064-717-5.

This edited collection of 16 essays analyzes the critical factors that influence the performance of a negotiated environmental agreement. The book contains 12 detailed case studies, all based on European negotiations, that are analyzed comparatively to examine the validity of the different hypotheses postulated in the book. Among the topics of the case studies are: the agreement on quality standards for gasoline in Italy; the Belgian agreement on the collection and recycling of batteries; the energy efficiency agreement of the United Kingdom's Chemical Industries Association; and developing regulations to reduce sulphur dioxide and nitrogen dioxide emissions in the power generation industry.

Marc De Clercq, is professor at the Centre for Environmental Economics and Environmental Management in Ghent, Belgium.

Gelpi, Christopher. *The Power of Legitimacy: Assessing the Role of Norms in Crisis Bargaining*. Princeton: Princeton University Press, 2003. 209 pages. \$39.50 (hard-cover) ISBN: 0-691-09248-6.

In a departure from mainstream security studies, *The Power of Legitimacy* mounts a challenge to realist theories of crisis bargaining. The author tests the proposition that normative standards of behavior influence state actions in security-related conflicts. Specifically, he examines the construction of bilateral norms as the settlements of security-related disputes and the effects these settlements have on subsequent interactions over the same issue.

Gelpi contends that norms act as signals that give meaning to other states' behavior in at least two ways. First, they provide a mutually acceptable focal point for limiting both demands and concessions. Second, security norms change the context in which coercive behavior is interpreted. That is, norms cause coercive behavior to be interpreted as punishment rather than aggression. The author tests this argument against the realist model of crisis bargaining in three stages: a quantitative analysis of 122 reinitiated international crises between 1929 and 1979; case studies of the Cienfuegos Submarine Conflict and the Six-Day Mideast War; and a second statistical analysis, examining the conditions under which security norms will succeed or fail.

Christopher Gelpi is assistant professor of political science at Duke University.

Hart, Michael. *A Trading Nation: Canadian Trade Policy from Colonialism to Globalization*. Vancouver: UBC (University of British Columbia) Press, 2002. 556 pages. \$85.00 (hard-cover) ISBN 0-7748-0894-2; \$29.95 (paperback) ISBN: 0-7748-0895-0.

From the early days of fur and fish to the present, Canada has always been a trading nation. In fact, a remarkable 90 percent of Canada's gross national product is attributable to exports and imports. This book's sixteen chapters provide an historical overview and analysis of the foundations of modern Canadian trade policy. It is first survey to address the history of Canadian commercial policy in over 50 years.

The author guides readers through more than three centuries of trade history, from "The Old Mercantilism" and "Reciprocity and Preferences: Early Nationhood" to "The New Multilateralism: Canada at the Uruguay Round" and "Canada in a Globally Integrated Economy."

Michael Hart is Simon Reisman Chair in Trade Policy at the Norman Paterson School of International Affairs of Carleton University.

Lewicki, Roy J., Barbara Gray, and Michael Elliott, editors. *Making Sense of Intractable Environmental Conflicts*. Washington: Island Press, 2003. 470 pages. \$27.50 (paperback) ISBN: 1-55963-931-8.

Despite the vast amount of effort and expertise that is devoted to them, many environmental conflicts have remained mired in controversy for decades, stubbornly defying resolution. Why can some environmental problems be resolved in one locale but remain contentious in another, often carrying on for decades? What is it about certain issues or the people involved that makes a conflict seemingly insoluble?

These are among the questions addressed in the 15 chapters of this book, which include detailed case

analyses of eight "intractable" conflicts — intense clashes that persist over long periods of time and cannot be resolved through consensus-building efforts or by administrative, legal, or political means. The approach focuses on the "frames" parties use to define and enact the dispute — the lenses through which they interpret and understand the conflict. Within each case chapter, the authors describe the historical development and fundamental nature of the conflict and then analyze the case from the perspective of the key frames that are integral to understanding the dynamics of the dispute. The editors, in addition to introductory and concluding chapters, have also worked with colleagues to provide cross-case analysis of related conflicts within each section of the book.

The subject matter focuses on conflicts over natural resource use, toxic pollutants, water quality, and growth, with specific cases including the Quincy Library Group in California, Edwards Aquifer in Texas, Alton Park/Piney Woods in Tennessee, and three examples of growth-related conflicts in Colorado's Rocky Mountains.

In addition to the editors, some of the contributors to this volume include: Linda L. Putnam, Julia M. Wondolleck, Todd A. Bryan, Tarla Peterson, Sanda Kaufman, Mehnaaz Momen, Carolyn Wiethoff, Craig Davis, Ralph Hanke, Adam Rosenberg, Robert Gardner, Carol Conzelman, Karen Mockler, Kim Sanchez, and Guy Burgess.

Roy J. Lewicki is Dean's Distinguished Teaching Professor of Management and Human Resources

at the Ohio State University. Barbara Gray is professor of organizational behavior at the Pennsylvania State University. Michael Elliott is associate professor of city planning and public policy at the Georgia Institute of Technology.

Long, William J. and Peter Brecke. *War and Reconciliation: Reason and Emotion in Conflict Resolution.* Cambridge, Mass.: The MIT Press, 2003. 235 pages. \$22.95 (paperback) ISBN: 0-262-62168-1.

The impact of reconciliation on restoring and maintaining peace following civil and international conflicts is the focus of this book, in which the authors use eleven comparative case studies of civil war and eight of international conflicts to construct an explanation for why and when reconciliation works to restore social order.

Their analysis of the civil war cases shows successful reconciliation is associated with a process of national forgiveness, not merely negotiated settlement. In each case of successful resolution, there was a four-step pattern of public truth telling, justice short of revenge, redefinition of the identities of former belligerents, and a call for a new relationship. The authors propose a hypothesis, grounded in evolutionary psychology, that to restore social order we use emotional/cognitive techniques that have evolved to ensure human survival.

At the international level, however, they found that successful reconciliation was not a part of the forgiveness process. Reconciliation was successful in bringing about sustained peace when it was associated

with a signaling process — an exchange of costly, novel, voluntary, and irrevocable concessions in a negotiated bargain. This result is consistent with realist notions of the limits of international society and illustrates the context in which a rational choice model is appropriate.

William J. Long is professor and chair and Peter Brooke is associate professor, both at the Sam Nunn School of International Affairs at the Georgia Institute of Technology.

Susskind, Lawrence, William Moomaw, and Kevin Gallagher. *Transboundary Environmental Negotiation: New Approaches to Global Cooperation* (San Francisco: Jossey-Bass, 2002. 464 pages. \$75.00 (hard-cover) ISBN 0-7879-6061-6).

Can cutting-edge negotiation theory be used by diplomats, businesspeople, environmentalists, and others to help the world avoid environmental catastrophe? Over the past ten years, scholars from MIT, Harvard, and the Fletcher School of Law and Diplomacy at Tufts University have been working to develop affirmative answers to that question. In a graduate-level seminar sponsored by the inter-university Program on Negotiation at Harvard Law School, the scholars have analyzed how such global issues as ozone depletion, climate change, deforestation, acid rain, ocean dumping, and the increasing expansion of the world's deserts can be addressed through transboundary negotiation.

Lawrence E. Susskind, Ford Professor of Urban and Environmental Studies at MIT and a co-founder of the Program on Negotiation, began teaching the graduate "International

Environmental Negotiation” seminar in the fall of 1989. His Fletcher School colleague, Professor William Moomaw, joined him as co-leader of the seminar in the early 1990s.

“Right from the start,” Susskind said, “one of the main reasons we wanted to work on this project was because it involved a group of people who already were, or were in the process of becoming, people who could really make a difference on environmental issues through international diplomacy.” Over the past decade, seminar participants have included many well-known lawyers, scientists, officials at multinational corporations, economists and development officials from the World Bank, the U.N., and similar groups, and many others in key leadership roles.

Each year, participants in the Susskind-Moomaw seminar selected a particular environmental negotiation case to analyze and present publicly before others in the seminar. Following some frequently tough critiques from their seminar colleagues, the graduate students completed detailed final papers, the best of which were included in an annual series published by the Program on Negotiation at Harvard Law School.

A collection of the “best-of-the-best” from that series is now available in *Transboundary Environmental Negotiation: New Approaches to Global Cooperation*, a 464-page book edited by Susskind, Moomaw, and Kevin Gallagher (a doctoral student and researcher at the Global Development and Environment Institute at Tufts).

“This book really is a distillation of the knowledge that we’ve gained

over the past decade in international environmental negotiation,” said Moomaw, who directs the International Environment and Resource Program and co-directs the Global Development and Environment Institute at Tufts. “Since the 1972 Stockholm Conference on the Environment, more than 150 treaties on global environmental issues have been adopted. The contributors to this book assess how that negotiation system is developing both in a case-by-case approach and as part of an evolving international system.”

Thompson, Leigh, editor. *The Social Psychology of Organizational Behavior: Key Readings in Social Psychology*. New York: Psychology Press, 2003. 441 pages. \$34.95 (paperback) ISBN 1-800-634-7064.

This text is a new addition to the “key readings” in social psychology series, and brings together a collection of 25 essays that have exerted great influence in the field of organizational behavior (plus an introductory essay by the editor as well as helpful guides to each of the five sections into which the essays are divided). The articles in the book form the core of the Ph.D.-level micro-organization behavior course in the Management and Organizations Department at the Kellogg School of Management, Northwestern University. Though aimed at graduate and senior undergraduate students in organizational behavior, many of these “classic” readings in social psychology have relevance to the negotiation reader as well.

Leigh Thompson is the J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations at the Kellogg School.