NEGOTIATION AND GROUPS

EDITED BY

ELIZABETH A. MANNIX
Cornell University, NY, USA

MARGARET A. NEALE
Stanford University, CA, USA

JENNIFER R. OVERBECK
University of Southern California, CA, USA

United Kingdom – North America – Japan
India – Malaysia – China
## CONTENTS

<table>
<thead>
<tr>
<th>List of Contributors</th>
<th>vii</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td>ix</td>
</tr>
</tbody>
</table>

### Part I: Broad Dynamics of Negotiation in Group Contexts

**Chapter 1** When Are Teams an Asset in Negotiations and When Are They a Liability?  
*Taya R. Cohen and Leigh Thompson*  
3

**Chapter 2** Physical Distance in Intragroup and Intergroup Negotiations: Implications for Negotiator Judgment and Behavior  
*Marlene D. Henderson and Robert B. Lount, Jr.*  
35

**Chapter 3** Building Multiculturally Shared Mental Models (MSMM) in Multiparty Negotiations: A Three-Stage Process Model  
*Wendi L. Adair and Leigh Anne Liu*  
57

**Chapter 4** Games Groups Play: Mental Models in Intergroup Conflict and Negotiation  
*Nir Halevy, Eileen Y. Chou and J. Keith Murnighan*  
79
PART II: FOCUSED PROCESS DYNAMICS IN GROUP NEGOTIATION

CHAPTER 5 STATUS CONFLICT IN NEGOTIATION
Yeri Cho, Jennifer R. Overbeck and Peter J. Carnevale 111

CHAPTER 6 THE IMPACT OF IMPLICIT NEGOTIATION BELIEFS ON MOTIVATION AND COGNITION IN GROUP NEGOTIATION
Michael P. Haselhuhn and Laura J. Kray 137

CHAPTER 7 BEYOND VALENCE: EFFECTS OF GROUP EMOTIONAL TONE ON GROUP NEGOTIATION BEHAVIORS AND OUTCOMES
Meagan K. Peters, Naomi B. Rothman and Gregory B. Northcraft 163

PART III: NEW DIRECTIONS IN RESEARCH ON NEGOTIATION AND GROUPS

CHAPTER 8 MODELING GROUP NEGOTIATION: THREE COMPUTATIONAL APPROACHES THAT CAN INFORM BEHAVIORAL SCIENCES
Nazli Turan, Miroslav Dudik, Geoff Gordon and Laurie R. Weingart 189

CHAPTER 9 NEGOTIATING WITHIN GROUPS: A PSYCHOPHYSIOLOGICAL APPROACH
Frank R. C. de Wit, Karen A. Jehn and Daan Scheepers 207

PART IV: SYNTHESIS AND IMPLICATIONS

CONCLUDING REMARKS SETTING THE SCENE: THE CALCULUS OF AGREEMENT IN GROUP NEGOTIATION
Gregory B. Northcraft 241