

CONFLICT MANAGEMENT

Critical Perspectives on
Business and Management

Edited by
Ariel C. Avgar and
Alexander J. S. Colvin

Volume III
Conflict Management at the Organizational Level

 **Routledge**
Taylor & Francis Group
LONDON AND NEW YORK

CONTENTS

VOLUME III CONFLICT MANAGEMENT AT THE ORGANIZATIONAL LEVEL

<i>Acknowledgements</i>	vii
38 Grievance mediation in the coal industry: a field experiment JEANNE M. BRETT AND STEPHEN B. GOLDBERG	1
39 The exit-voice tradeoff RICHARD B. FREEMAN AND JAMES L. MEDOFF	30
40 Grievance procedure strength and teacher quits DANIEL I. REES	46
41 Grievance procedure research: a review and theoretical recommendations BRIAN BEMMELS AND JANICE R. FOLEY	64
42 Introduction to <i>The Modern Grievance Procedure in the United States</i> DAVID LEWIN AND ROBERT B. PETERSON	94
43 Three approaches to resolving disputes: interests, rights, and power WILLIAM L. URY, JEANNE M. BRETT AND STEPHEN B. GOLDBERG	113
44 Designing an effective dispute resolution system WILLIAM L. URY, JEANNE M. BRETT AND STEPHEN B. GOLDBERG	128
45 Recognizing conflict management as a system CATHY A. CONSTANTINO AND CHRISTINA SICKLES MERCHANT	149

CONTENTS

46	Managing conflict effectively: alternative dispute resolution and dispute systems design	161
	CATHY A. CONSTANTINO AND CHRISTINA SICKLES MERCHANT	
47	Introduction to <i>Emerging Systems for Managing Workplace Conflict</i>: the emergence of conflict management	174
	DAVID B. LIPSKY, RONALD L. SEEGER AND RICHARD D. FINCHER	
48	Research on alternative dispute resolution procedures	192
	ALEXANDER J. S. COLVIN, BRIAN KLAAS AND DOUGLAS MAHONY	
49	Organizational dispute resolution systems: a complementarities model	234
	CORINNE BENDERSKY	
50	The dual transformation of workplace dispute resolution	255
	ALEXANDER J. S. COLVIN	
51	Institutional pressures, human resource strategies, and the rise of nonunion dispute resolution procedures	278
	ALEXANDER J. S. COLVIN	
52	Complementarities in organizational dispute resolution systems: how system characteristics affect individuals' conflict experiences	303
	CORINNE BENDERSKY	
53	An organizational Ombuds Office in a system for dealing with conflict and learning from conflict, or "conflict management system"	332
	MARY ROWE	
54	Do conflict management systems matter?	342
	WILLIAM ROCHE AND PAUL TEAGUE	
55	Unions and ADR: the relationship between labor unions and workplace dispute resolution in U.S. corporations	378
	ARIEL C. AVGAR, J. RYAN LAMARE, DAVID B. LIPSKY AND ABHISHEK GUPTA	