



Annual Report 2012-2013

November 2013

**Dispute Resolution Research Center
Annual Report**

September 1, 2012 – August 31, 2013

1.	Introduction	3
2.	Highlights of Initiatives 2012 - 2013 Research Awards New Books Conferences and Workshops Certificate Program Websites Speakers and Visiting Scholars New Executive Program on Collaboration	3-8
3.	Governance Executive Committee Project Directors Staff Advisory Committee Membership and Affiliation	8-12
4.	Research Activities 2012 - 2013 Current Research Grants Program Seminars Post-doctoral Fellows Working Papers Visiting Scholars External Research Awards Conferences	12-16
5.	Teaching Materials Online Distribution Foreign Language Group Assigner Teaching Webinars	17-20
6.	Education Kellogg School of Management Northwestern University School of Law School of Communication Studies	20-22

7.	Continuing Education and Outreach Programs	22-23
	Certificate in Negotiation Research and Teaching Program	
8.	Development	23
9.	Budget	23-24

APPENDICES

1. Handbook on Negotiation Research
2. Certificate Program Schedule
3. Advisory and Executive Committees
4. Current Faculty Research and Publications
5. Grants Program Awards
6. IACM – DRRC Fellowship Awards
7. Teaching Materials Financial Statement and Budget
8. DRRC Teaching Webinar Schedule
9. Courses on Negotiation and Dispute Resolution
10. Kellogg Negotiation Faculty since 1981
11. Continuing Education and Other Outreach Programs
12. DRRC Financial Statement

INTRODUCTION

This report summarizes the activities of the Dispute Resolution Research Center (DRRC) at the Kellogg School of Management, Northwestern University from September 1, 2012 through August 31, 2013.

DRRC's goals are:

- to be a nationally recognized center for research on dispute resolution and negotiation
- to be a major site for graduate education in negotiation and dispute resolution
- to be a major provider of continuing education programs targeted at exposing the legal and management worlds to the latest developments in the field of dispute resolution and negotiation
- to be an internationally recognized provider of negotiation, competitive decision making, and dispute resolution teaching materials

This report highlights the center's initiatives in research, and graduate and continuing education from September 1, 2012 through August 31, 2013, and summarizes the accomplishments of the center's ongoing programs during that period.

HIGHLIGHTS OF INITIATIVES 2012-2013

Research Awards

Brian Gunia, Jeanne Brett, Amit Nandkeolyar, and Dishan Kamdar won the 2013 International Association for Conflict Management's award for outstanding journal article published in 2011 for "Paying a price: Culture, trust, and negotiation consequences." *Journal of Applied Psychology*, 2011, 96(4), 774-789. The research was funded by DRRC and completed when Brian was a graduate student at Kellogg. Susan Crotty and Jeanne Brett won the *Negotiation and Conflict Management Journal's* 2013 award for Best Paper published in 2012 for "Fusing creativity in multicultural teams." *Negotiation and Conflict Management Review*, 2012, 5(2), 210-234. The paper was part of Susan's dissertation and was funded by DRRC. Mary Kern, Sujin Lee, Zenap Aytug, and Jeanne Brett won the 2013 Emerald Literai

Outstanding Article published in 2012 in the *International Journal of Conflict Management* for their paper, "Bridging social distance in inter-cultural negotiations: 'You' and the bicultural negotiator."

International Journal of Conflict Management, 2012, 23(2), 173 - 191. The research was funded by DRRC when Mary was a PhD student and Sujin a post doc at Kellogg.

Executive Committee member, Nicole Stephens won the prestigious 2013 Stanley Reiter award for the best paper published by a Kellogg professor in 2012 for "Unseen disadvantage: How American universities' focus on independence undermines the academic performance of first-generation college students." *Journal of Personality and Social Psychology*, 2012, 102, 1178-1197. Although this research was not funded by DRRC, it was part of Nicole's PhD dissertation, Stanford University, DRRC is proud of her accomplishment.

New Books

Creative Conspiracy: The New Rules of Breakthrough Collaboration by Leigh Thompson, Harvard Business Review Press. Boston, MA

Think of your to-do list at work. Chances are the most important tasks require you to work with others—and the success of those endeavors depends on the effectiveness of your collaboration. According to management expert Leigh Thompson, collaboration that is conscious, planned, and focused on generating new ideas builds excitement and produces what she calls a "creative conspiracy." Teams that conspire to organize themselves, motivate one another, and combine their talents to meet creative challenges are the hallmark of the most successful organizations.

In this book, Thompson reveals the keys to the kind of collaboration that allows teams to reach their full creative potential and maximize their results. She also reveals a host of surprising findings. For example, left to their own devices, teams are less creative than individuals, providing "rules" to teams actually increases inventiveness, striving for *quality* results in less creativity than striving for *quantity*, fluctuating

membership enhances a team's innovation, and most leaders cannot articulate the four basic rules of brainstorming.

Handbook of Research on Negotiation (Elgar Original Reference) Mara Olekalns and Wendi Adair Editors

The *Handbook of Research on Negotiation* combines reviews of negotiation research with state-of-the-art commentary on the future of negotiation theory and research. Leading international scholars give insight into both the factors known to shape negotiation and the questions that need answering to increase understanding of the negotiation process. The *Handbook* provides analyses of the negotiation process from four distinct perspectives: negotiators' cognition and emotion, social processes and social inferences, communication processes, and complex negotiations, covering trade, peace, environment, and crisis negotiations.

Conferences and Workshops

The conference that served as an incubator for chapters for the *Handbook of Research on Negotiation* was sponsored by DRRC and held at the James Allen Center, September 7-8, 2012. The conference had 25 participants who were mostly chapter authors and co-authors, as well as graduate students and faculty associated with DRRC. Eleven of the chapters were presented and then authors and co-authors participated in workshops in which they received developmental feedback on their chapters from conference participants. The conference schedule is listed in Appendix 1.

Certificate Program

The Negotiation Research and Teaching Certificate Program is designed to provide a structured opportunity for DRRC faculty to share their knowledge with professors and graduate students from around the world who would like to set up research programs and teach negotiations in professional schools of management, law, public policy or in undergraduate management, communications studies, or political science. The fall 2012 program had two participants: Henning Hoerber, PhD student at the University of St. Gallen, Switzerland and Alfred Kogelbauer, University of St. Gallen, Switzerland. The fall

2012 schedule of certificate program events included the PhD seminar lead by Leigh Thompson and a mediation seminar lead by Stephen Goldberg. Hoeber and Kogelbauer also participated in DRRC's executive education program on Negotiation Strategy, attended the Negotiation Handbook Conference, interned in a variety of negotiation classes, and met regularly with Jeanne Brett to discuss what they were learning. The schedule for the certificate program is in Appendix 2.

Websites

Dispute Resolution Research Center Website. DRRC's extensive website at <http://kellogg.northwestern.edu/drrc> contains detailed information on the research, events, and publications of center faculty, post-doctoral fellows, and grant recipients. The website provides links to access DRRC's teaching materials and working papers, and explains how to apply for grant funding, the teaching certificate program, and post-doctoral fellowship. The website also documents the center's mission statement and describes its governance structure.

DRRC on Social Networks. Beginning in November 2011, DRRC along with the Kellogg Teams and Groups Center (KTAG) started a group on LinkedIn, the world's largest professional online network. The group was created as a community for instructors to ask questions and share ideas about the Negotiation, Teamwork and Decision Making Exercises available for sale online. This dynamic platform requires daily monitoring as new members need to be vetted as instructors, not students. The LinkedIn group builds the DRRC customer base, and provides a global showcase for the teaching materials. At the same time DRRC opened a page on Facebook ([facebook.com/Dispute-Resolution-Research-Center-DRRC](https://www.facebook.com/Dispute-Resolution-Research-Center-DRRC)), the most heavily used social networking service. The page was created to keep DRRC affiliates and others abreast of the Center's activities in real time via an interface with the DRRC Twitter account (twitter.com/DRRC_Kellogg). The DRRC twitter account was initially created as a way to publicize DRRC's research activities as they occur, but it is also used to keep DRRC members and affiliates

informed about all that occurs within DRRC including research, new teaching materials, conferences and general activities.

Speakers

- Fall 2012 Francois Bogaz, MSc. CEO of Neuroawareness Consulting Services, Inc. *“Applying Neurobiology to Mediation.”*
- Wesley S. Helms, Ph.D., Assistant Professor of Strategic Management, Goodman School of Business, Brock University, *“Negotiating the Meaning of CSR: Working with Texts to Influence ISO 26000.”*
- Melih Keyman, President and CEO of Keytrade, *“A Conversation with Melih Keyman.”*
- Winter 2013 Frank Provenzano, Assistant General Manager of the Dallas Stars, National Hockey League, *“A Conversation with Frank Provenzano.”*
- Spring 2013 Deanna Geddes, Ph.D., Associate Professor and Chair, Human Resources Management, Fox School of Business, Temple University, *“Spirals, fault lines and thresholds: Thinking ‘outside the box’ when conceptualizing social phenomena.”*

Visiting Scholars

- Winter 2013 Jimena Ramirez-Marin, Ph.D., Department of Work and Organizational Psychology, University of Seville.
- Spring 2013 Young Soo Kang, Director General, Industry and Resources Cooperation Department, Korea Trade-Investment Promotion Agency.
- Summer 2013 Brosh Teucher, Ph.D., MSc, Assistant Professor of Business Administration and Accounting, St. Michael’s College.

New Executive Program on Collaboration

DRRC joined KTAG (Kellogg Teams and Groups center) and two Management and Organizations professors to develop a new executive program on collaboration. The program focused on collaborating

in the contexts of inter-individual relationships, groups and organizations. The tools taught experientially to achieve collaboration in these contexts included team mapping techniques to help managers identify and integrate task, relationship and procedural differences within teams, team negotiation to help teams make collaborative rather than autocratic or majority-rule decisions, and the design of structures and systems to encourage collaboration in the face of diverse organizational types and interests. The first program was held 35 participants in February, 2013 and it will be repeated in November 2013 and February 2014.

GOVERNANCE

The Dispute Resolution Research Center is located administratively within the Kellogg School of Management. An executive committee and a director manage the center. The executive committee is composed of at least four Northwestern University faculty representing at least two schools and three departments. The director is appointed by the Dean of the Kellogg School based on recommendations from the executive committee. The committee is responsible for determining policy. The director appoints project directors and oversees the activities of the center. The members of the executive committee are listed below with their affiliations and leadership responsibilities.

Kellogg continues to restructure by adding significant hierarchy to oversee its centers. In 2012 DRRC was assigned to one of four areas corresponding to Kellogg's new strategic initiatives, this area is called Kellogg Architectures of Collaboration Initiative (KACI). In 2012 a Senior Associate Dean, Thomas Hubbard, was appointed to oversee the centers reporting to all four initiatives. DRRC's area, the Architectures of Collaboration, was activated in August 2013 when Dean Sally Blount announced that Brian Uzzi, faculty member in the department of Management and Organizations, would be the faculty director for the **Kellogg Architectures of Collaboration Initiative** (KACI). Dean Blount's announcement: "Brian has many exciting ideas about how we can integrate current research in networks and collaborative systems across our departments and make critical new investments in emerging areas. As

part of the KACI, Tim Feddersen, faculty member in the department of Management and Strategy, has agreed to play a leadership role in developing an integrated approach to how we teach leadership in our degree programs — both in the classroom and through our co-curricular experiences.”

Executive Committee

- Director: Jeanne Brett, Management and Organizations
- Lynn Cohn, Law
- Janice Nadler, Law
- Stephen Goldberg, Law
- Zev Eigen, Law
- Leigh Thompson, Management and Organizations
- Keith Murnighan, Management and Organizations
- Vicki Medvec, Management and Organizations
- Nicole Stephens, Management and Organizations
- Robert Weber, Managerial Economics and Decision Sciences
- Michael Roloff, Communications
- Wesley Skogan, Political Science
- Will Reno, Political Science
- Daniel Molden, Psychology

Project Directors

- Research: Keith Murnighan (chair), Michael Roloff, Wesley Skogen, Daniel Molden
- Seminars: Jeanne Brett
- Certificate Program: Jeanne Brett, Stephen Goldberg
- Working Papers: Michael Roloff
- Teaching Workshop: Jeanne Brett, Lynn Cohn, Leigh Thompson

- Postdoctoral Program: Nicole Stephens
- Executive Education: Jeanne Brett, Leigh Thompson
- Teaching Materials: Jeanne Brett, Leigh Thompson

Staff

DRRC is ably staffed by Sara Fassino, who oversees finances, the research grants, speakers and visitors, is secretary to the advisory committee and produces the annual report; Doug Foster, who oversees all aspects of the teaching materials from development to distribution and financials, and manages customer service; and Stephanie Dixon who works part time for DRRC managing its communications and external relations and social networking. Northwestern University recognized Doug and Stephanie's new responsibilities in 2012 with well-deserved promotions. Sara Fassino joined DRRC in June 2012 and has become an integral member of the team. The entire DRRC staff has spent considerable time in 2013 working with Jonathan Miller our programmer to develop a student pay web site for the teaching materials. As such a site which delivers different roles to different students does not exist in the panoply of e-commerce web sites; this has been a significant undertaking. (More about the student pay web site in the section on Teaching Materials.)

Advisory Committee

DRRC's Advisory Committee counsels the Director and Executive Committee on DRRC activities. The Advisory Committee is comprised of lawyers and managers who are interested in issues of negotiation and dispute resolution. Advisory Committee members are listed in Appendix 3.

DRRC Advisory Committee annual breakfast meeting April 29, 2013 opened with a tribute to Advisory Committee member, Rod Heard. Rod died in 2013 after a valiant battle with cancer. Rod was DRRC's "go-to" person for legal advice. DRRC and the law school, where Rod taught the alternative dispute resolution course, will miss him. Advisory Committee member, Tom DeMetrio, commented on what a professional advocate Rod was in the many cases in which they were on opposite sides of the

table. Advisory Committee member, John Morrison, commented on Rod's scholarship and practice in the area of arbitration. It was just two years ago that DRRC gave out *International Commercial Arbitration Advocacy: A Practitioner's Guide for American Lawyers* by Rod Heard and Susan Walker, and the late Jack Cooley who was also a long-time supporter of DRRC.

Senior Associate Dean Hubbard attended the 2013 Advisory Committee meeting and spoke generally about Kellogg's plan for developing a global reputation for strategic competency in the following four areas: Markets and Customers, Architectures of Collaboration, Private Public Interface, and Innovation and Entrepreneurship. Hubbard placed DRRC and the Kellogg Teams and Groups (KTAG) into the Architectures of Collaboration area. He indicated that he views both centers as active, successful, and in no need of remedial attention. He did say that Dean Blount intended to place a Kellogg faculty member in charge of the Architectures of Collaboration area and hire a full time administrator for that area, as she has for the other areas. (Dean Blount announced in August 2013 that Professor Brian Uzzi would be in charge of the Collaboration initiative.) Hubbard was vague in his response to questions about what these people would be doing in relation to DRRC and KTAG. He emphasized that his mission is to promote research and Kellogg's reputation for doing research in the four areas.

Membership and Affiliation with the Center

All Northwestern University faculty, postdocs, and PhD students are eligible to participate in DRRC activities as members. Information about the center is sent annually to Northwestern University deans and department heads, as well as faculty in selected departments, informing them about the activities of the center and the availability of funds for research. Scholars and scholar-practitioners, whose area of research and practice is in dispute resolution and who are associated with Chicago area universities other than Northwestern, are invited to participate in the center's activities as associates.

Associates are welcome to attend all center activities. They may apply for center research grants in association with a Northwestern faculty member.

RESEARCH ACTIVITIES 2012-2013

DRRC's goal to be nationally recognized for research on dispute resolution, negotiation, and conflict is being realized through the scholarly activities of center members and associates. The faculty, associates, post docs, and graduate students affiliated with DRRC continue to have a major impact on the field with books and articles which are published in a wide variety of scholarly journals in psychology, economics, and political science, as well as in the interdisciplinary fields of organizational behavior, communications, negotiation theory and law.

Current Research

Faculty, associates, postdocs, and graduate students affiliated with the center write numerous working papers each year. These papers are presented at scholarly meetings both in the U.S. and abroad. Many of these papers are subsequently published in a wide variety of scholarly journals, and as we have noted, win awards. Details of current DRRC faculty and post doc's research are in Appendix 4.

Ongoing Research Programs

DRRC's mission to support research is carried out through eight ongoing programs:

Grants Program

The grants program funds small research studies and provides seed money for major studies. In the area of research grants, DRRC made 17 new grants in its fall 2012 and spring 2013 funding cycles. Five grants were in political science, three in psychology, seven in management and organizations and one each in communication studies and economics. Of the 17 grants, five supported PhD students presenting their DRRC funded research at the annual meeting of the International Association for Conflict Management in Tacoma, Washington. Total awarded was \$56,090.60. DRRC Appendix 5 lists the researchers and their projects.

Seminars

There are three elements of DRRC's seminar program.

The Dinner Colloquium provides an opportunity for the exchange of research ideas and the sharing of practical problems. It encourages connections between researchers and practitioners and serves as a meeting place for faculty members, center associates, advisory committee members, and PhD students. The membership list changes annually as new Northwestern University faculty and visitors become interested in center activities. In the fall of 2012 the DRRC welcomed Francois Bogaz, CEO of Neuroawareness Consulting Services, Inc., to speak about neuro processing's relevance to mediation.

The Research Seminar Series enables faculty and students to learn about ongoing research at Northwestern University and other universities. It is a forum for in-depth discussion of theoretical and empirical research by scholars investigating negotiation and dispute resolution topics. The series is closely linked to the visiting scholars program and, in even numbered years, the certificate program. DRRC has reduced the number of research seminars in recent years as other divisions of Kellogg and the university has significantly increased the number of seminars on campus.

The Work in Progress Seminar Series is a forum for sharing ideas that are under development, and an opportunity for researchers to receive advice about their research plans. It was initiated in 1986 by graduate students and has become an institution for researchers receiving grants from the center. The series which occurs annually in May and early June is also a forum for presenting research funded by DRRC prior to its presentation at summer conferences. This year we welcomed six speakers:

Spring 2013 **Aditi Malik**, Graduate Student, Political Science Department, Northwestern University,
"Caught in Cycles of Conflict? Electoral Alliances and Temporal Variations in Ethnic Riot Violence in Kenya."

Erika Hall, Ph.D. Candidate, Management and Organizations, Kellogg School of Management, Northwestern University.

Jimena Ramirez-Marin, Ph.D., Visiting Scholar, Department of Work and Organizational Psychology, University of Seville.

Jiyin Cao, Ph.D. Candidate, Management and Organizations, Kellogg School of Management, Northwestern University.

Sohyeon Shim, Ph.D. Candidate, Management and Organizations, Kellogg School of Management, Northwestern University.

Soroush Aslani, Ph.D. Candidate, Management and Organizations, Kellogg School of Management, Northwestern University, *"Honor, Face and Dignity Cultures: A Tri-Cultural Study of Negotiations."*

Postdoctoral Fellows

The post-doctoral fellows program is designed to facilitate a disciplinary scholar's transition into research and teaching in the area of negotiation. It was initiated in 1988. This program continues as a joint enterprise of the Kellogg Dean and DRRC. The Fellows teach three sections of the negotiation course at Kellogg. DRRC provides training for the classroom, and research support and facilities for the post docs. Fellows are also invited to join in the ongoing research of faculty associated with the center, audit courses, and participate in the center's scholarly and applied seminars and workshops. Fellows receive \$7,500 in unrestricted research funding from DRRC annually and may apply for additional funding associated with specific projects.

Post-doctoral fellows in residence during the academic year 2012-2013 were Daniel Efron, who has taken a position at the London Business School, and Lisa Shu who will be a second year post doc in 2013-2014. She will also join the London Business School at the end of her post doc.

Executive committee member, Nicole Stephens, along with post docs Daniel Efron and Lisa Shu, ably managed the selection procedure for the 2013-2015 postdoctoral fellowship. There were thirty-

two applicants. Two were selected, Zach Burns who received his PhD from the University of Chicago's Booth School, and Tiffany Brannon, who received her PhD from Stanford University in psychology.

A summary of all four of these postdoctoral fellows' research is in Appendix 4.

Working Papers

DRRC's working paper web site was updated in 2012. In keeping with changing norms in the social science research community, the working paper website no longer requires a password to view the papers. This means that working papers can be picked up by internet search engines providing greater global visibility to the research being done by DRRC scholars.

<http://kellogg.northwestern.edu/research/drrc/research/working-papers>

The center's working paper site is limited to the presentation of manuscripts-in-progress. It currently contains 51 entries. When a paper is published in a journal or a book, the paper is removed from the DRRC website.

Visiting Scholars

The visiting scholar program provides an opportunity for in-depth discussions and the development of new research collaborations between faculty from other institutions, and faculty and students associated with the center. Jimena Ramirez-Marin, PhD (University of Seville), a former participant in DRRC's certificate program, was a visiting scholar in the winter and spring of 2013. She taught the Cross-cultural Negotiation course for Kellogg winter quarter and brought her formidable data analytic skills to many DRRC scholars' projects during the spring of 2013. She also spearheaded a new edition of the Instructor's Manual to accompany Jeanne Brett's 2014, 3rd edition of *Negotiating Globally*. Jimena's research is on honor culture and negotiation strategy. Her International Association for Conflict Management conference paper presents a unique inter-cultural data set in which the language of negotiation is Spanish not English.

Young Soo Kang who is Director General of the Korean Trade Association in Chicago is also a visiting scholar. Mr. Kang is a Kellogg EMBA alumna with a deep interest in negotiation. His goal as a visiting scholar is to write a book on his negotiation experiences around the world.

External Research Awards

DRRC is making two external awards annually to recognize non DRRC scholars' research. In an initiative started in 2009, DRRC began sponsoring the Most Influential Article/Chapter Award given annually by the Conflict Management Division of the Academy of Management. This year's award winners for the period 2005-2008 were Jerod Curhan, Hillary Elfenbein, and H. H. Xu, for their paper, "What do people value when they negotiate? Mapping the domain of subjective value in negotiation." *Journal of Personality and Social Psychology*, 2006, 91, 493-512. DRRC also awards fellowships to student scholars who are attending their first International Association for Conflict Management (IACM) conference. The IACM program committee selects the scholars and uses DRRC's \$5000 to support their participation. In July 2013 at IACM's annual conference held in Tacoma, Washington DRRC certificates were presented to 10 young scholars acknowledging their research. The criteria for selection are: a PhD student who has not previously presented a paper at IACM, and who is the first author on the paper. These scholars' names and their paper titles are listed in Appendix 6.

Conferences

Conferences provide opportunities to integrate a variety of perspectives on negotiation and dispute resolution in the broader national and global level. DRRC sponsored the September 7-8, 2012 conference for authors of chapters in the *Handbook on Negotiation Research* Edward Elgar, Publisher, co-edited by Mara Olekalns and Wendi Adair. The conference is described in the initiatives section, its agenda is in Appendix 1.

TEACHING MATERIALS

DRRC's catalog of teaching materials currently totals 148 negotiation, teamwork, and decision making exercises. DRRC's teaching materials are used by over 3,800 instructors and consultants throughout the world. Instructors and consultants are responsible for paying DRRC a \$3.50 royalty fee per exercise, per user. DRRC's editorial team of Jeanne Brett, editor, and Doug Foster, managing editor, are working currently with four authors to bring new exercises to DRRC users. New exercises from 2011-2012 have been featured on our websites and in our webinars and are available immediately from *negotiationexercises.com*. Additionally, DRRC has begun distributing Spanish language versions of our exercises online. Appendix 7 summarizes exercise use during the fiscal year 2012-2013 and illustrates the growth in exercise use over the past 5 years.

DRRC actively seeks to protect the integrity of the exercises by keeping them off the internet and restricting unauthorized electronic sharing of the exercises. DRRC also actively protects the intellectual property of the exercises, monitoring exercise use against usage fees collected.

DRRC has licensing agreements with PON, CCI, NAB, CPR, and specific authors for distribution of exercises not developed at Northwestern University.

On-Line Distribution of Teaching Materials

In 2011, DRRC began distributing teaching materials online via *negotiationexercises.com*, phasing out the former CD-ROM delivery method. The site was designed and is maintained by Kellogg alum Jonathan Miller and is managed by Doug Foster. Transition of users to the new site was almost uneventful, which can be attributed to the quality that Jonathan delivered and the customer service that Doug provides. Over 3400 instructors and staff have registered an account on *negotiationexercises.com*. In FY 2013, online sales accounted for roughly 68% of royalties received, up from 47% the previous fiscal year. It is expected that in the next fiscal year, online sales will far outpace those of the legacy method.

There remain a few ongoing challenges associated with online ordering and delivery. One concerns the security software in which the files are “wrapped.” Our security provider faced continuing challenges keeping up with all the new devices and operating systems with which the security needs to be compatible, or students are not able to open their assignments. This has been particularly true with Macintosh devices. The instructor retains the option of using paper copies in the classroom, but electronic delivery is becoming the most preferred method. For those courses in which electronic delivery is employed, the issue regarding our security software is magnified by the number of students using our materials. It is a disservice to our customers to provide materials that cannot be used by their students. As such, DRRC made the decision to discontinue use of that security software until such time as the user experience is seamless. DRRC is currently searching for alternative security options in the meantime.

Some schools and instructors expressed interest in having students pay DRRC directly for their materials. A major initiative during 2013 has been the development of this new “student pay” system as part of *negotiationexercises.com*. There is currently no e-commerce or teaching material/case sites that allow an instructor to order teaching materials that have different roles for different students, as do our negotiation and teams exercises, and then allow the instructor to send different roles to different students. The new site required developing a secure student pay process, to be used with a site that integrates DRRC’s instructor order site and DRRC’s Group Assigner site. The system also requires automated accounting bookkeeping that DRRC did not have with its instructor order system. The student pay system was beta-tested over the summer of 2013 and will undergo another round of beta-testing in the fall of 2013 with a targeted launch date in time for winter classes 2014. The system works like this: The instructor chooses exercises for a class, and then uploads a class email list. The site sends a notice to the student to pay, with the ability to refund payments made by students who drop the class within the first three weeks of the course. The instructor tells Group Assigner to assign students to

groups and roles for a particular exercise, with the instructor able to check the group assignments and make any adjustments desired, and the site then sends roles to students. Students receive their roles as secure pdfs that they can save on one device and print. The complexities of designing and debugging the system have been formidable, as we have needed to build in flexibility for student adds and drops, and absences, but the basic ordering, payment, and delivery of exercises works as planned.

Foreign Language Materials

DRRC's foreign language translations are under the supervision of foreign language coordinators. DRRC teaching materials manager Doug Foster continues to work with professors from around the world to maintain the integrity of translated exercises. These coordinators are David Gleiser, Gleiser Consulting, Colombia, and Jimena Ramirez-Marin, Spain and Mexico for Spanish; Tetsushi Okumura, Nagoya City University, Japan, for Japanese; Shu-cheng (Steve) Chi, National Taiwan University, Taiwan, for Chinese Traditional; Zhi-Xue Zhang, Peking University, for Chinese Modern; Joao Matos, Catholic University of Portugal, for Portuguese; Georg Berkel, Germany, for German; Stephen Goldberg, DRRC, for French. DRRC also has a limited number of exercises in Brazilian Portuguese, Korean, and Russian. DRRC began offering all of its foreign translations of exercises as a CD-ROM collection in 2009. DRRC is working to make its foreign language translations available electronically via *negotiationexercises.com*. Spanish language exercises will be available on that site in the fall of 2013, with other languages to follow in 2014.

Group Assigner

DRRC's Group Assigner software can be found at *www.groupassigner.com*. Group Assigner allows a faculty member to automate the assignment of students to negotiation groups and teams, such that it maximizes the number of different people with whom a student negotiates across a semester. Group Assigner has been used by over 250 faculty, with 50 licenses purchased in 2013. A new version of Group Assigner has been incorporated into the new student pay system on *negotiationexercises.com*.

Teaching Webinars

Following the popularity of the sessions on individual exercises at prior DRRC Teaching Workshops, DRRC has initiated a series of teaching webinars. These webinars are hour long, live presentations in which the author of an exercise describes how he/she teaches the exercise. The audience can hear the author, follow the slides prepared by the author, and ask questions. The webinar is stored on a server and a link to the webinar is placed with the exercise teaching notes for future teachers to use. Stephanie Dixon has been managing the webinars. There were 11 webinars in 2012-2013. See Appendix 8. Stephanie Dixon reports 178 participants in live webinars. At the time of publication, DRRC was not able to access information about the number of views of the archived webinars.

EDUCATION

One of DRRC's goals is to be a major supporter of the teaching of negotiations and dispute resolution at Northwestern University. Brief descriptions of courses taught at Kellogg, Northwestern University School of Law, and in Communication Studies are in Appendix 9.

Kellogg School of Management

Kellogg faculty taught eighteen sections of MBA negotiations, eight sections of cross cultural negotiations, and one section of bargaining in 36 person classes in 2012-2013. Kellogg also has made the negotiations course a feature of its second year live-in week for the International Executive MBA program. In August, 2013 Professors Leigh Thompson and Brosh Teucher taught approximately 400 executive students from the Middle East, Europe, Asia, and North America and Latin America. (Brosh Teucher, an adjunct professor at Kellogg, was a DRRC Certificate Program participant in 2008 and in addition to teaching the negotiations IEMBA course he has been teaching both the cross-cultural and regular negotiation courses to Kellogg MBA students.) Professor Leigh Thompson taught a PhD seminar in Negotiation Theory and Research in the fall of 2012 in association with DRRC's Certificate Program.

Professor Stephen Goldberg taught a mediation and dispute resolution seminar in the fall of 2012 in association with DRRC's Certificate Program, also attended by numerous LLM students from Northwestern University's School of Law.

Kellogg's need for faculty to teach the MBA negotiations course led to the development of the DRRC's expertise in teaching others to teach. An internship program was developed in which those wishing to teach the negotiations course intern in a regular faculty member's class for a quarter. That faculty member then acts as a mentor while the intern is developing and teaching his or her own course. The list of Kellogg negotiations faculty dating from 1981 appears in Appendix 10.

Northwestern University School of Law

Law faculty taught 15 sections of negotiations, which included the Executive LLMs, in 2012-2013. The Law School offers three specialty courses: Mediation Process and Advocacy, ADR, and a non-credit Mediation Workshop, which is offered in alternate years in association with DRRC's Certificate Program. This year they have also added an international business law negotiation class and a class on restorative justice. The course, taught by Christine Agaiby, introduces students to the philosophy, history and guiding principles of restorative justice, as well as its many applications. Students have the opportunity to visit and meet with one of ten different organizations in the Chicago area that practice different approaches to restorative justice.

School of Communication Studies

Professor Michael Roloff teaches a Bargaining and Negotiation course that is primarily geared to undergraduates - juniors and seniors - but also enrolls Masters' students from the McCormick School of Engineering and School of Education and Social Policy. The course has been approved for graduate credit and doctoral students often take it. Although communication perspectives are the central focus, Professor Roloff also covers theory and research conducted by scholars in allied fields and disciplines. Approximately 80 students take the course each year.

CONTINUING EDUCATION AND OTHER OUTREACH PROGRAMS

DRRC's goal to be a major provider of continuing education that introduces the latest developments in the field of dispute resolution and negotiation is being realized through the Negotiations Strategies executive program offered three times a year at the Kellogg School's James L. Allen Center. This program is an important aspect of the center's commitment to transfer the insights from research to practitioners. A course matrix is in Appendix 11.

Certificate in Negotiation Research and Teaching

The Negotiation Research and Teaching Certificate Program is designed to provide a structured opportunity for DRRC faculty to share their knowledge with professors and graduate students from around the world who would like to set up research programs and teach negotiations in professional schools of management, law, public policy or in undergraduate management, communications studies, or political science. As described in the initiatives section, the 2012 program had two participants: Henning Hoerber, PhD student at the University of St. Gallen, Switzerland and Alfred Kogelbauer, University of St. Gallen, Switzerland.

Our 2010 Certificate Program participants, Carlos Escobar and Prachi Bhatt, have been teaching negotiations in Latin America and India respectively since completing the program. Carlos, who was Vice President of Human Resources and Legal Affairs, Volkswagen Mexico when he was in the program, continues to work for Volkswagen in Spain. He also has visiting faculty appointments in Mexico and Argentina where he is teaching negotiations to law and management students. Prachi is Assistant Professor, University College of Management Studies at the Mohan Lai Sukhadia University, Udaipur, India where she is teaching negotiations.

Certificate program participants from 2008 are extremely active in in the field, too. Joao Matos has launched a three-day executive program in negotiations for Catholic University in Lisbon. Jimena Ramirez-Marin taught cross-cultural negotiations for Kellogg in the winter of 2013, as well as several

short courses on negotiation at the University of Seville, Spain. She has taken a permanent position at the University of Lille, France. Brosh Teucher has taken a position at St. Michaels College in Burlington, Vermont. He has been teaching regularly in the MBA program for Kellogg and also taught in the IEMBA program, summer of 2013.

DEVELOPMENT

DRRC has had a variety of sources of funding over the years. Grants from the William and Flora Hewlett Foundation sustained the core activities of the center for many years. Funds from the Alan and Mildred Peterson Charitable Foundation and the Allstate endowment continue to be used exclusively to support DRRC's research activities. This much appreciated income has been a stable source of support over many years. DRRC's royalty fees for teaching materials support staff in this area, as well as the teaching workshops and webinars and the teaching materials web site initiatives. DRRC's continuing education program, Negotiation Strategies for Managers, is another source of funds that are used to maintain infrastructure. However, these funds have been unpredictable and limited over the past years.

BUDGET

The cumulative financial statement for fiscal year 2013 (September 1, 2012 - August 31, 2013) is in Appendix 12. With regard to DRRC income, endowment income as shown is up due to billing cycle quirks, but in reality is closer to the FY12 number. The annual gift from The Alan and Mildred Peterson Foundation is much appreciated. The Allen Center Executive Program income increased slightly, although there were similar enrollment numbers in 2011-2012 and 2012-2013. There were some one-time cost reductions associated with this program due to changes in the Allen Center's approach to marketing. A new dean has been appointed to direct the Allen Center as of October, 2012. Low enrollments in programs such as Negotiation Strategy are a major issue on his agenda. Conference registration was low in FY13, because registration for the fall 2012 conference was paid in August and so is reported in last year's financial statement. The miscellaneous income variation from 2012 to 2013

fiscal years is due to the postdoctoral fellowship teaching buy down repayment from Kellogg in 2012. Teaching Material User and Group Assigner fees saw a noticeable increase.

Expenditure categories were streamlined in the 2011-2012 report. It is not completely appropriate to compare subcategories between 2010-2011 and 2011-2012, but it is appropriate to compare subcategories between 2011-2012 and 2012-2013. DRRC continues to invest in the development of technology for the web-based system of delivery of teaching materials. There are certain fixed costs associated with the operation of our web-based distribution of teaching materials, such as “renting” security software, server space, maintenance, and domain names in the production and distribution category. However, despite the general economy and the many changes at Kellogg, DRRC is financially strong.

Appendix 1

NEGOTIATION HANDBOOK CONFERENCE
September 7-8, 2012
The Allen Center, Northwestern University

Day	Time	Topic/Author
Thursday	6.00 pm	Dinner at The Stained Glass 1735 Benson Avenue Evanston, IL
Friday	8.45-9.00	Welcome Barr Forum
	9.00-10.30	Gender and Negotiation: A Social Role Analysis , <i>Alice F. Stuhlmacher & Eileen Linnabery</i> Honor, Face and Dignity Cultures: Implications for Conflict Management, <i>Souroush Aslani, Jimena Ramirez, Zhaleh Semnani, Jeanne M. Brett & Catherine Tinsley</i> Making Peace Through Negotiation, <i>Kristine Hoglund & Daniel Druckman</i>
	10.30-11.00	Coffee Break
	11.00-12.30	Talking it Through: Communication Sequences in Negotiation, <i>Wendi L. Adair & Jeff Loewenstein</i> Punctuated Negotiations: Transitions, Interruptions, and Turning Points, <i>Daniel Druckman & Mara Olekalns</i> The Costs and Benefits of E-Negotiations, <i>Ray Friedman & Liuba Belkin</i>
	12.30-1.30	Lunch
	1.30-3.00	Individual Differences in Negotiation , <i>Hillary Anger Elfenbein</i> Managing Uncertainty in Multiparty Negotiations, <i>Harris Sondak, Margaret A. Neale, & Elizabeth A. Mannix</i> Environmental Disputes: Negotiating over Risks, Values and the Future, <i>Barbara Gray & Julia Wondolleck</i>
	3.00-3.30	Coffee Break
	3.30-5.00	Breakout I Chapter authors meet in Barr Forum for details & room locations
	5.00-5.15	Day 1 Wrap-up
	5:15-6:00 6:00	Cocktails Dinner at Allen Center

Day	Time	Topic/Author
Saturday	9:00-10:00	<p>Fairness and Ethics in Bargaining and Negotiation, <i>Kristina A. Diekmann, Andrew T. Soderberg, & Ann E. Tenbrunsel</i></p> <p>Trust and Negotiation, <i>Roy J. Lewicki & Beth Polin</i></p>
	10:00-10.30	Coffee Break
	10:30-11.30	<p>Crisis Negotiation: From Suicide to Terror Intervention, <i>Simon Wells, Paul J. Taylor & Ellen Giebels</i></p> <p>Shared Cognition and Identity in Negotiation <i>Leigh Anne Liu and Wei Cai</i></p>
	11.30-12.30	<p>Breakout II</p> <p>Chapter authors meet in Barr Forum for details & room locations</p>
	12:30-12:45	Conference Wrap-up

Appendix 2

Certificate Program Schedule Fall 2012

Date	Time	Location	Event
7-Sep	8:00 - 21:00	Allen Center	Negotiation Conference
8-Sep	8:00 - 12:00	Allen Center	Negotiation Conference
21-Sep		DRRC 3-372 Leverone	Negotiation Conference
21-Sep	16:00 - 18:00	Law School, Rm 381 (Cutting Hall)	Goldberg Mediation Workshop
23-Sep	13:00 - 19:00		Chicago Architecture Boat Tour; lunch or dinner w/ Jeanne and DRRC post docs
24-Sep			Kellogg classes begin
24-Sep	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
24-Sep	17:00 - 21:00	Allen Center	Negotiation Strategies Executive Program
25-Sep	8:30 - 21:00	Allen Center	Negotiation Strategies Executive Program
26-Sep	8:30 - 17:30	Allen Center	Negotiation Strategies Executive Program
27-Sep	8:30 - 12:00	Allen Center	Negotiation Strategies Executive Program
27-Sep	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
27-Sep	18:00 - 21:00	2245	Effron MORS 470 Negotiations
28-Sep	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
28-Sep	16:00 - 18:00	Law School, Rm 381 (Cutting Hall)	Goldberg Mediation Workshop
	15:00 - 17:00	Brett office	Discussion group
1-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations

4-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
4-Oct	18:00 - 21:00	2245	Effron MORS 470 Negotiations
5-Oct	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
5-Oct	16:00 - 18:00	Law School, Rm 381 (Cutting Hall)	Goldberg Mediation Workshop
8-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
8-Oct	15:00 - 17:00	Brett office	Discussion group
11-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
11-Oct	18:00 - 21:00	2245	Effron MORS 470 Negotiations
11-Oct	18:00 - 21:00	Allen Center	Evening Seminar with Francois Bogacz
12-Oct	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
12-Oct	16:00 - 18:00	Law School, Rm 381 (Cutting Hall)	Goldberg Mediation Workshop
15-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
15-Oct	15:00 - 17:00	Brett office	Discussion group
18-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
18-Oct	18:00 - 21:00	2245	Effron MORS 470 Negotiations
19-Oct	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
19-Oct	16:00 - 18:00	Law School, Rm 381 (Cutting Hall)	Goldberg Mediation Workshop
22-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
22-Oct	15:00 - 17:00	Brett office	Discussion group

25-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
25-Oct	18:00 - 21:00	2245	Effron MORS 470 Negotiations
26-Oct	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
29-Oct	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
29-Oct	15:00 - 17:00	Brett office	Discussion group
1-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
1-Nov	18:00 - 21:00	2245	Effron MORS 470 Negotiations
2-Nov	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
5-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
5-Nov	15:00 - 17:00	Brett office	Discussion group
5-Nov	16:00-18:00		Dinner with Wes Helms
6-Nov	12:00-13:30	3-372	Wes Helms' talk
8-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
8-Nov	18:00 - 21:00	2245	Effron MORS 470 Negotiations
9-Nov	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
12-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
12-Nov	15:00 - 17:00	Brett office	Discussion group
15-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
15-Nov	18:00 - 21:00	2245	Effron MORS 470 Negotiations
16-Nov	13:00 - 15:00	3-372	Thompson Negotiation

			Research Seminar
26-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
26-Nov	15:00 - 17:00	Brett office	Discussion group
29-Nov	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
29-Nov	18:00 - 21:00	2245	Effron MORS 470 Negotiations
30-Nov	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar
3-Dec	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
3-Dec	15:00 - 17:00	Brett office	Discussion group
6-Dec	8:30 - 10:00; 10:30 - 12:00	2245 Jacobs Center	Brett INTL 474 Cross Cultural Negotiations
6-Dec	18:00 - 21:00	2245	Effron MORS 470 Negotiations
7-Dec	13:00 - 15:00	3-372	Thompson Negotiation Research Seminar

Appendix 3

Advisory and Executive Committee

Bob Agdern - Attorney/Negotiations Consultant

Frederic Artwick - Partner, Sidley Austin LLP

Jeanne M. Brett - Director, Dispute Resolution Research Center, Kellogg School of Management

Kathy Bryan - CPR International Institute for Conflict Prevention & Resolution

R. Theodore Clark, Jr. - Partner, Clark Baird Smith LLP

Lynn Cohn - Director, Center on Negotiation & Mediation

Thomas A. Demetrio - Partner, Corboy & Demetrio

Morton Denlow - Retired Magistrate Judge, Northern District of Illinois US District Court

Zev Eigen - Professor, Northwestern University School of Law

Thomas Friedman - Partner, Deloitte Consulting

Stephen B. Goldberg - Professor, Northwestern University School of Law

William Hobgood - Mediator/Arbitrator

Melih Keyman - President and CEO, Keytrade

Victoria Husted Medvec - Professor, Management & Organizations, Kellogg School of Management

Frederick J. Manning - Chairman, CEO and President of Centene Corp.

Daniel C. Molden - Professor, Department of Psychology, Northwestern University

John H. Morrison - Arbitrator and Mediator

J. Keith Murnighan - Professor, Management and Organizations, Kellogg School of Management

Janice Nadler - Professor, Northwestern University School of Law

Marilyn Pearson - Partner, DLA Piper

Alan Peterson - Managing Director, Robinwood Consulting LLC

Will Reno - Professor, Department of Political Science, Northwestern University

Michael E. Roloff - Professor, Speech & Communication Studies, Northwestern University

Wesley Skogan - Professor, Institute for Policy Research, Northwestern University

Nicole Stephens - Assistant Professor of Management and Negotiations, Kellogg School of Management

Leigh Thompson - Professor, Management and Organizations, Kellogg School of Management

Susan L. Walker - Attorney at Law

Robert J. Weber - Professor, Managerial Economics and Decision Sciences, Kellogg School of Management

Richard H. Weise - President, International Council of Education & Software

Appendix 4

Current Faculty Research and Publications

Tiffany Brannon - DRRC Postdoctoral Fellow

Tiffany Brannon examines socio-cultural identities in negatively stereotyped groups such as African-Americans and Latino-Americans; and she investigates the potential for these identities to serve as a psychological resource - one that can facilitate a variety of individual and intergroup benefits. Her research integrates basic psychological theories related to the self, multicultural experiences, and consistency theories to understand the conditions that allow culturally shaped identities in negatively stereotyped groups to function as powerful agents of social change. This scholarship has demonstrated that culturally shaped identities when affirmed within mainstream educational settings can increase academic motivation and performance in members of negatively stereotyped groups and can improve the intergroup attitudes of majority group members.

Most Recent Publications

Brannon, T. N. & Markus, H. R. (2013). Social Class and race: Burdens but Also Some Benefits of Chronic Low Rank. *Psychological Inquiry*. 24(2), 97-101.

Brannon, T. N., & Walton, G. M., (2013). Enacting Cultural Interests How Intergroup Contact Reduces Prejudice by Sparking Interest in an Out-Group's Culture. *Psychological Science*.

Brannon, T. N. & Markus, H. R. (invited revision). Two Souls, Two Thoughts', Two Self Schemas: Positive self and academic consequences of double consciousness in African-Americans. *Journal of Personality and Social Psychology*.

Recent Awards

2013 University of Michigan National Center for Institutional Diversity (NCID)
Exemplary Diversity Scholar citation and Dissertation Award

2012 American Psychological Association Dissertation Research Award

2012 Emerging Implicit Bias Scholar Award- Harvard Law School,
Charles Hamilton Houston Institute for Race and Justice

Jeanne Brett - Management and Organizations

As the business environment and Kellogg's student body has become more global, I have been challenged to provide solutions to the problems of negotiating across global boundaries and taking those solutions into the classroom. Recently, I have initiated new projects focusing on factors affecting negotiation strategy as it is practiced in different cultures. I am extremely pleased that the research program was recognized by the Conflict Management Division's nomination for the Dexter Award, and the Dexter Award Committee's selection of the paper summarizing this research as a finalist for the best paper illustrating the international values of the Academy of Management. The Conflict Management Division's most influential article award documents the impact of the early research in this program.

Most Recent Publications

Brett, J. M., Zhang, C., Zhang, Z. (in press). Chinese Managers and Negotiation Strategy: An Actor-Partner Interdependence Model.

Benharda, I., Brett, J. M., Lempereur, A. (in press). Gender Role in Conflict Management: Female and Male managers as Third Parties. *Negotiation and Conflict Management Review*.

Crotty, S. & Brett, J. M. (2012). Fusing creativity in multicultural teams *Negotiation and Conflict Management Review*, 5 (2), 210-234. This paper was featured in *Harvard Business Review's* April 2012 blog post on teams.

- Lee, S., Brett, J. M., Park, H. (2012). East Asians social heterogeneity: Differences in norms among Chinese, Japanese, and Korean negotiators. *Negotiation Journal*, 28 (4), 429-452.
- Maddux, W., Kim, P. H., Okumura, T., Brett, J. M. (2011). Cultural differences in the function and meaning of apologies. *International Negotiation Journal*, 16 (3), 2011, 405-425. Featured in *Harvard Business Review*, June 2012.
- Ramirez-Marin, J. Y. & Brett, J. M. (2011) Cultural differences in the function and meaning of apologies. *International Negotiation Journal*, 16 (3) 383-404
- Rosette, A. S., Brett, J. M., Barsness, Z. & Lytle, A. (2012). When cultures clash electronically: The impact of e-mail and social norms on negotiation behavior and outcomes. *Journal of Cross-cultural Psychology*, 5 (2), 210-234.
- Gunia, B. C., Brett, J. M., Nandkeolyar, A. K., Kamdar, D. (2011) Paying a price: Culture, trust, and negotiation consequences. *Journal of Applied Psychology*, 96 (4), 774-789.

Zachary Burns - DRRC Postdoctoral Fellow

Zachary uses the tools and frameworks of experimental social psychology to investigate questions pertinent to the legal system. In particular, he investigates how people form judgements of morality, blame and punishment from written descriptions and videos. He also explores the consequences of intellectual property statuses on creativity and licensing decisions. His research can be used to inform legal practitioners about the costs and benefits of legal structures.

Most Recent Publications

- Sprigman, C. J., Buccafusco, C., & Burns, Z. C. (2013). What's a name worth?: Experimental tests of the value of attribution in intellectual property. *Boston University Law Review*, 93, 1387-1433.
- Burns, Z. C., Caruso, E. M. & Bartels, D. M. (2012). Predicting premeditation: Future behavior is seen as more intentional than past behavior. *Journal of Experimental Psychology: General*, 141, 227-232.

Daniel Efron - DRRC Postdoctoral Fellow

My research examines the psychological processes that allow people to act in ethically questionable ways without feeling unethical, and that shape how people respond to the transgressions of others. For example, I have investigated how refraining from wrongdoing in the past can make people willing to act less virtuously in the future; when and why a history of good deeds can get one "off the hook" for subsequent transgressions; and what makes individuals willing to acknowledge and redress atrocities committed by their national or ethnic groups.

Most Recent Publications

- Efron, D. A., Monin, B., & Miller, D. T. (2013). The unhealthy road not taken: Licensing indulgence by exaggerating counterfactual sins. *Journal of Experimental Social Psychology*.
- Efron, D. A., Miller, D. T., & Monin, B. (2012). Inventing racist roads not taken: The licensing effect of immoral counterfactual behaviors. *Journal of Personality and Social Psychology*.
- Efron, D. A., & Miller, D. T. (2012). How the moralization of issues grants social legitimacy to act on one's attitudes. *Personality and Social Psychology Bulletin*, 38, 690-701.
- Merritt, A. C., Efron, D. A., Fein, S. Savitsky, K. K., Tuller, D.M., & Monin, B. (2012). The strategic pursuit of moral credentials. *Journal of Experimental Social Psychology*, 48, 774-777.

Stephen Goldberg - Law

After completing a series of studies of the attributes of effective mediators, I am now working on a new edition of my law school text, *Dispute Resolution: Negotiation, Mediation and Other Processes*.

Most Recent Publications

Goldberg, Stephen, Shaw, Margaret. (2010) *Who Wants To Be a Mediator? Dispute Resolution Magazine*, (25)

Goldberg, Stephen, Shaw, Margaret. (2008) *The Past, Present, and Future of Mediation as Seen Through the Eyes of Some of Its Founders. Negotiation Journal*, (26), 241.

Goldberg, S.B. Shaw, M. L., & Brett, J. M. (2009). What Difference Does a Robe Make? Comparing Mediators with and without Prior Judicial Experience. *Negotiation Journal* July 2009 277-305.

Goldberg, Sander, Rogers, and Cole, *Dispute Resolution: Negotiation, Mediation, Arbitration, and Other Processes* (6th ed). Aspen.

Vicki Medvec - Management and Organizations

I am interested in how negotiators can maximize their own outcomes while simultaneously building relationships with the negotiators on the other side of the table. This is a critical question for executives since so many of today's business transactions take place within ongoing relationships.

Most Recent Publications

Swaab, R.I., Galinsky, A., Medvec, V.H. & Diermeier, D. (2012). The communication orientation model: Explaining the diverse effects of sight, sound and synchronicity on negotiation and group decision making outcomes. *Personality and Social Psychology Review*, 16 (1) 25-53

J. Keith Murnighan - Management and Organizations

I study a variety of topics that relate to interpersonal interaction and conflict. Lately my research has focused more directly on ethical issues, particularly honesty, cheating, and greed. We also continue to study the interpersonal dynamics that lead to trust and reciprocity, and we have recently done some interesting research on the direct relationship between people's conceptualizations of conflict and four archetypal game theoretic models of conflict and on emotional effects in auctions.

Most Recent Publications

Wang, L. & Murnighan, J. K. (2013). The generalist bias. *Organizational Behavior and Human Decision Processes*, 120, 47-61. DOI information: 10.1016/j.obhdp.2012.09.001.

Chou, E. & Murnighan, J. K. (2013) Life or death decisions: framing the call for help. *PLoS ONE*, 8(3): e57351. doi:10.1371/journal.pone.0057351.

Halevy, N., Chou, E., Galinsky, A., & Murnighan, J. K. (2012). When Hierarchy wins: evidence from the National Basketball Association. *Social Psychological and Personality Science*, 3:398-406.

Murnighan, J. K. *Do Nothing! How to Stop Overmanaging and Become a Great Leader.* June, 2012. Portfolio/Penguin. (Now published in Chinese, Spanish, Portuguese and Dutch)

Gunia, B. C., Wang, L., Wang, J., Huang, L., & Murnighan, J. K. (2012). Contemplation and conversation: subtle influences on moral decision making. *Academy of Management Journal*, 55, 13-33.

Murnighan, J. K. (2012). A general model for experimental inquiry in economics and social psychology. In Caplin, A., Frechette, G., & Schotter, A. (Eds.) *Modern Experimental Economics*, in press.

Wang, C. S., Narayanan, J., Sivanathan, N., Ganegoda, D., Bauer, M., Bodenhausen, G., & Murnighan, J. K. (2012). Retribution and rumination: the effect of time delay in angry economic interactions. *Organizational Behavior and Human Decision Processes*, in press.

Halevy, N., Chou, E., & Murnighan, J. K. (2012). Mind games: the mental representation of conflict. *Journal of Personality and Social Psychology*, in press.

Janice Nadler - Law

I study the role of rapport as a social lubricant in negotiation. Building rapport is becoming increasingly important as electronic negotiations become more common due to economic forces and globalization. I am also interested in how law can reduce conflict by providing a focal point for coordinating behavior. My colleagues and I have demonstrated that law can influence behavior outside of a deterrence framework, and we explore the circumstances that are best suited for resolving conflict through expressive law. Finally, I am interested in the interaction between law, psychology, and morality, and on the behavioral backlash resulting from mismatches between law and community attitudes.

Most Recent Publications

Nadler, Janice & Blitz, Kenworthy, Law, Moral Attitudes, and Behavioral Change, in Eyal Zamir & Doron Teichman (eds.) *OXFORD HANDBOOK OF BEHAVIORAL ECONOMIC AND THE LAW*, Oxford University Press (forthcoming)

Nadler, Janice, Consent, Dignity, and the Failure of Scattershot Policing, in J. Parry & S. Richardson (eds.) *THE CONSTITUTION AND THE FUTURE OF CRIMINAL JUSTICE IN AMERICA*, Cambridge University Press (2013)

Nadler, Janice, Blaming as a Social Process: The Influence of Character and Moral Emotion on Blame, *75 Law & Contemporary Problems* 1 (2012).

Nadler, Janice & McDonnell, Mary-Hunter, Moral Character, Motive, and the Psychology of Blame, *97 Cornell Law Review* 255 (2012).

Nadler, Janice & Trout, J.D., The Language of Consent in Police Encounters, *Oxford Handbook of Language and Law*. L. Solan, P. Tiersma, eds., pp. 326-339, Oxford University Press (2012).

Nadler, Janice & Bilz, Kenworthy. Law, Psychology & Morality, in D. Bartels, C. W. Bauman, L. Skitka, & D. Medin (eds.) *Moral Judgement and Decision Making: The psychology of Learning and motivation*, Volume 50, pp. 101-131, Academic Press (2009).

Will Reno - Political Science

My current research focuses on the organization and behavior of rebel groups, particularly in social contexts where countervailing pressures of clan, sectarian and other divisions undermine unified action. I investigate the strategies of rebel leaders who face these situations through interviews of decision makers within these organizations and through the collection of documentary evidence. The bulk of this work is carried out in southern Sudan and in the northern parts of Somalia where I find a lot of variation in organizational responses to these problems. My ultimate aim is to understand better how and when rebel groups are able to formulate and sustain a political program and mobilize followers in adverse circumstances.

Most Recent Publications

Warfare in Independent Africa (Cambridge University Press, 2011)

"Insurgent Movements in Africa," in Paul Rich & Isabelle Duyvesteyn, eds., *Routledge Handbook of Insurgency and Counterinsurgency*, (New York: Routledge, 2012), 157-71.

"Crime versus War," in Hew Strachan & Sibylle Scheipers, eds., *The Changing Character of War*, (New York: Oxford University Press, 2011), 220-37.

Michael Roloff - Communication Studies

Michael's current research is focused on interpersonal conflict. Within this broad area, he has studied conflict avoidance as well as the factors that lead to serial arguments. He has studied organizational conflict with regard to its relationship to dissent by employees.

Most Recent Publications

- Fonner, K., & Roloff, M.E. (2012). Testing the connectivity paradox: Linking teleworkers' communication media use to social presence, stress from interruptions, and organizational identification. *Communication Monographs*, 79(2), 205-231.
- Moskowitz, D., & Roloff, M.E. (2012). On the HIV serodiscordant romantic relationship. In K.L. Walker, J.L. Hart, & M.U.D'Silva (Eds.). *Communicating about HIV/AIDS: Taboo topics and difficult conversations*. New York: Hampton Press.
- Olison, W. & Roloff, M.E. (2012). Responses to organizational mandates: How voice attenuates psychological reactance and dissent, *Communication Research Reports*, 29 (3), 204-216.
- Reznick, R., & Roloff, M.E. (2012). Constructive communication and stress during conflict. *Argumentation and Advocacy*, 48(3), 142 - 158.
- Roloff, M. E. (2012). What are the most effective ways for individuals to manage conflict? In A.K. Goodboy, & K. Shutz (Eds.). *Introduction to Communication Studies: Translating scholarship into meaningful practice*. Dubuque, IA: Kendall Hunt.

Lisa Shu - DRRC Postdoctoral Fellow

Lisa studies the architecture of morality through examining the antecedents and consequences of ethical decision-making. In the laboratory and field, she investigates the psychological costs of unethical behavior, and proposes ways to avoid the costs of dishonesty through interventions in the social context. She tests strategies that promote ethical decision-making over the long term in order to identify moral nudges that can be effective across a diversity of cultural and geographic settings.

Most Recent Publications

- Bazerman, M. H., Gino, F., Shu, L. L., & Tsay, C. (2013). The power of the cognition/emotion distinction for morality. In press, *Emotion Review*.
- Shu, L. L., Mazar, N., Gino, F., Ariely, D., & Bazerman, M. H. (2012). Signing at the beginning makes ethics salient and decreases dishonest self-reports in comparison to signing at the end. *Proceedings of the National Academy of Sciences*, 109(38), 15197-15200.
- Shu, L. L., & Gino, F. (2012). Sweeping dishonesty under the rug: How unethical actions lead to forgetting of moral rules. *Journal of Personality and Social Psychology*, 102(6), 1164-1177.
- Milkman, K. L., Mazza, M. C., Shu, L.L., Tsay, C., & Bazerman, M. H. (2012). Policy bundling to overcome loss aversion: A method for improving legislative outcomes. *Organizational Behavior and Human Decision Processes*, 117(1), 158-167.
- Shu, L. L., & Bazerman, M. H. (2012). Cognition and Decision Making. In Bansal, P., & Hoffman, A. J. (Eds.), *Oxford Handbook of Business and the Environment*, Oxford: Oxford University Press.
- Bazerman, M. H., Gino, F., Shu, L. L., & Tsay, C. (2011). Joint evaluation as a real-world tool for managing emotional assessments of morality. *Emotion Review*, 3(3), 290-292.
- Tsay, C., Shu, L. L., & Bazerman, M. H. (2011). Naiveté and cynicism in negotiations and other competitive contexts. *Academy of Management Annals*, 5, 495-518.
- Shu, L. L., Gino, F., & Bazerman, M. H. (2011). Ethical Discrepancy: Changing Our Attitudes to Resolve Moral Dissonance. In De Cremer, D., & Tenbrunsel, A. E. (Eds.), *Behavioral Business Ethics: Ideas on an Emerging Field*, London: Taylor & Francis Publishing.

Shu, L. L., Tsay, C., & Bazerman, M. H. (2011). Cognitive, Affective, and Special-interest Barriers to Policy Making. In Krueger, J. I. (Ed.), *Frontiers of Psychology: Social Judgment and Decision Making*, London: Psychology Press.

Wesley Skogan - Political Science

Policing From The Bottom Up - II

This project involves survey interviews with sworn and civilian employees of 125 police agencies across the country, conducted using the Internet. They will all be interviewed twice a year for three years. The surveys will cover a number of topics, including stress and health behaviors; leadership and supervision; accountability and discipline; police culture; bureaucratization and unionization; and relations with the community. Funded by the National Institute of Justice

Police Legitimacy and Procedural Justice in Chicago

This project focuses on the Chicago Police Department's efforts to reshape its relationship with minority communities in Chicago and reset the character of its internal supervisory and decision-making processes. They plan to do so by adopting a procedural justice framework, externally for guiding how Chicago police deal with the public, and internally for guiding how police deal with one another. With support from the John D. And Catherine T. MacArthur Foundation and the Joyce Foundation, this evaluation will examine program formulation and implementation, and assess its impact in the community and among rank-and-file police officers.

Most Recent Publications

"Job-Related Burnout Among Civilian and Sworn Police Personnel," *Police Quarterly*, 2013.

"Trends in Survey Methodology and the Future of Crime Research," in Andre Kuhn, Christian Schwarzenegger et al. (Eds). *Criminology, Criminal Policy and Criminal law in International Perspective: Essays in Honor of Martin Killias*, 2013.

"Disorder and Crime." In Brandon C. Welsh and David P. Farrington (eds.), *The Oxford Handbook of Crime Prevention*. New York: Oxford University Press, 2012.

"Community Policing in the Favelas of Rio de Janeiro," *Police Practice and Research*, 2013. (with Vicente Riccio, Marco Aurelio Ruediger and Steven Dutt Ross).

"Collective Action, Structural Disadvantage and Crime." *Journal of Police Studies*, 2012.

Nicole Stephens - Management and Organizations

My first line of research examines how social class shapes people's perspectives. Specifically, I consider how the local worlds of working- and middle-class Americans influence people's understandings of themselves as actors in the world—their *models of behavior*. Second, I examine how the beliefs of institutions reflect the perspectives of majority groups in society, and thereby perpetuate and reproduce inequality. Finally, in a third line of research, I develop and test a theoretical framework for working across cultural differences. The overarching goal of this research is to develop more diverse and effective schools, workplaces, and communities.

Most Recent Publications

Stephens, N. M., Markus, H. M., & Phillips, L. T. (in press). Social class culture cycles: How three gateway contexts shape selves and fuel inequality. *Annual Review of Psychology*.

Stephens, N. M., & Townsend, S. S. M (in press). How can incentives improve the success of disadvantaged college students? Insights from the Social Sciences. Policy brief for a project sponsored by the Bill and Melinda Gates Foundation at the George Washington University.

Stephens, N. M., & Townsend, S. S. M. (2013). Rank is not enough: Why we need a sociocultural perspective to understand social class. *Psychological Inquiry*, 24, 126-130.

- Stephens, N. M., Fryberg, S. A., Markus, H. R., & Hamedani, M. G. (2013). Who explains Hurricane Katrina and the Chilean earthquake as an act of God? The experience of extreme hardship predicts religious meaning-making. *Journal of Cross Cultural Psychology, 44*, 607-619.
- Stephens, N. M., Markus, H. R., & Fryberg, S. A. (2012). Social class disparities in health and education: Reducing inequality by applying a Sociocultural Self Model of behavior. *Psychological Review, 119*, 723-744.
- Kraus, M.,* & Stephens, N. M.* (2012). A road map for an emerging psychology of social class. *Social and Personality Psychology Compass, 6*, 642-656.
- Stephens, N. M., Townsend, S. S. M., Markus, H. R., & Phillips, T. (2012). A cultural mismatch: Independent cultural norms produce greater increases in cortisol and more negative emotions among first-generation college students. *Journal of Experimental Social Psychology, 48*, 1389-1393.
- Stephens, N. M., Fryberg, S. A., Markus, H. R., Johnson, C., & Covarrubias, R. (2012). Unseen disadvantage: How American universities' focus on independence undermines the academic performance of first-generation college students. *Journal of Personality and Social Psychology, 102*, 1178-1197. ***Winner of Stanley Reiter Best Paper Award***
- Stephens, N. M., Fryberg, S. A., & Markus, H. R. (2012). It's your choice: How the Middle Class model of Independence disadvantages Working Class Americans. In S. T. Fiske & H. R. Markus (Eds.) *Facing Social Class: How Societal Rank Influences Interaction* (pp. 87-106), New York, NY: Russell Sage Foundation.

Leigh Thompson - Management and Organizations

I am primarily concerned with identifying the best methods for teaching negotiation skills to executives and managers. Simply using didactic instruction is not particularly effective; nor is observational learning. I focus on the social and cognitive factors that are most conducive to learning key negotiation skills. Social factors include for example, the presence of a team member (teams outperform solos); cognitive factors include the use of analogical reasoning. For example, we have found that the best way of ensuring that a particular negotiation skill is understood is to present students with two examples, drawn from different domains and have them identify the common strategic element

Most Recent Publications

Thompson, Leigh. 2013. Why teams need a creative conspiracy for success. *Industrial Management.*: 12-17.

Townsend, S., & Thompson, L. (2013, online). Implications of the Protestant work ethic for cooperative and mixed-motive teams. *Organizational Psychology Review*.

Smith, Ned, Tanya Menon and Leigh Thompson. 2012. Status Differences in the Cognitive Activation of Social Networks. *Organization Science, 23*(1): 67-82.

Ersner-Hershfield, Hal, Taya Cohen and Leigh Thompson. 2012. Short horizons and tempting situations: Lack of continuity to our future selves leads to unethical decision making and behavior.. *Organizational Behavior and Human Decision Processes, 117*: 298-310.

Digital Workplace 24 (April 22, 2013)

"Face Time: Optimizing Collaboration"

Harvard Business Review Blog (April 1, 2013)

"Give workers the power to choose: Cave or Commons"

Southwest Spirit (March 2013)

"Trying to find the next great idea? Look here"

http://cms.kellogg.northwestern.edu/~media/Files/Faculty/Research/ArticlesBookChaptersWorkingPapers/SouthwestSpirit_Thompson.ashx

Fortune (February 14, 2013)

“How to neutralize a meeting tyrant”

<http://management.fortune.cnn.com/2013/02/11/meetings-conversation-dominator-work>

Appendix 5

Grant Program Awards

Fall 2012 Grant Awards

Name (Last)	Name (First)	Department	Title	Amount Awarded
Brett	Jeanne	DRRC	Negotiating Globally New Edition	\$15,000
Effron, Shu	Daniel, Lisa	DRRC	When Prosocial Intentions Liberate People to Act Selfishly	\$3,950
Erdeniz	Gozde	Political Science	Deeply Divided: Explaining the Religious-Secular Chasm in Turkey and Israel	\$2,950
Espin-Sanchez	Jose-Antonio	Economics	Crime and Punishment in Self- Governed Communities	\$3,890
Henripin	Olivier	Political Science	Where is China? Beijing's Strategic Use of Nationalist Propaganda in Territorial Disputes	\$2,160
Mrazek, Richeson, Molden	Alissa, Jennifer, Daniel	Psychology	The Role of Learning- Performance- Oriented Social Goals in Interracial Conflict and Cooperation	\$2,100
Scissors	Lauren	Communication Studies	The Role of Communication Channel, Self- Esteem, and Message Interpretation in Romantic Couple Conflict	\$2,400

Spring 2013 Grant Awards

Name (Last)	Name (First)	Department	Title	Amount Awarded
Aslani	Abbas	MORS	Honor, Face and Dignity Cultures: A Tri-Cultural Study of Negotiations	\$1,500.00
Cao	Jiyin	MORS	Do People Trust More When They Travel More? Breadth of Traveling Experiences Abroad Predicts Generalized Trust.	\$1,500.00
Caverley, Krupnikov	Jonathan, Yanna	Political Science	Primed for Aggression: Explicit and Implicit Influence by the Military on Foreign Policy Preferences	\$3,405.60
Gamez-Djokic	Monica	Psychology	Are Conservatives more loyal? The Influence of Political Ideology on Voters' Responses to Leader Transgressions	\$960.00
Hall, Thompson, Apfelbaum	Erika, Leigh, Evan	MORS	Seeing Racism and Forecasting Worth: Perceived Prejudice Decreases Blacks' Propensity to Negotiate	\$1,500.00
Malik	Aditi	Political Science	Caught in Cycles of Conflict? Explaining Inter-temporal Variations in Ethnic Riot Violence in Contemporary Kenya and India	\$3,600.00

Manzo, Molden, Destin	Vida, Daniel, Mesmin	Psychology	An Investigation into Socioeconomic Status and Motivations to Cooperate in Social Exchanges	\$2,800.00
Ramirez-Marin, Brett	Jimena, Jeanne	MORS	Expectations and Emotions: Honor and Dignity Cultures in Negotiation	\$4,810.00
Shaw	Ari	Political Science	Claiming International Rights: Human Rights Mobilization and Domestic Change	\$2,065.00
Shim	Sohyeon	MORS	The Power of Leader Attention: The Impact of Leader Gaze on Status Hierarchy and Team Performance in Homogeneous and Diverse Groups	\$1,500.00

Appendix 6

IACM - DRRRC Scholar Award

Author	Paper Title
Benjamin Hoene	It's Hard to Part With Gains, but What About Losses
Jin Wook Chang	A Desire for Deviance: Influence of Inter-group Competition on Support for Deviant Leaders
Longzhu Dong	Examine Expatriate Effectiveness From a conflict perspective
Rich Stowell	Conflict and Communication in United States Combat Teams: A Literature Review
Shannon Callahan	Look out, they have a flag! Group symbols increase perceptions of threat by increasing the perceived realness of the group
Joost Leunissen	Apologies as a Relationship Maintenance Strategy: The Influence of Relationship Closeness
Silja Kotte	The Trouble of Giving a Face to the Omnipresent Beast: A Mixed Methods Approach to Israeli-German Group Development
Emma Edelman Levine	The interpersonal consequences of obesity
Shahin Berenji	Costly Signaling and Trust Building in International Relations: Why States Over-Reassure? An Examination of Anwar Sadat's Jerusalem Initiative
Elizabeth Salmon	Cultural Contingencies of Mediation: Effectiveness of Mediator Styles in Intercultural Disputes
Laura McClendon	'Grace' under Fire: Conflict within a Nonprofit Healthcare Organization

Appendix 8

DRRC Negotiation Teaching Webinar Series

Join DRRC authors who will discuss their exercises Fridays at 12:00 - 1:00 PM CST

45 minute presentation/15 minute Q & A

Fridays at 12:00 PM CST	Author	DRRC Exercise	Teaching Point
February 24	<u>Galinsky</u>	Kidney Case	Ethics; Multiparty
March 30	<u>Moore</u>	Stop Watch	Deadlines
April 27 (1PM CST Start)	<u>Thompson</u>	Counter Terrorism	Dynamic Distributed Information
May 18	<u>Holtom</u>	Aussie Air	Multiparty Coalitions; Ethics
June 1	<u>Schroth</u>	Yerba Mate	Distributive
June 29	<u>Neves</u>	Celtic Luck	Distributive
July 27	<u>Benoliel</u>	Starlet	Agents
August 24	<u>Vodosek</u>	Paperclip	Bartering
September 28	<u>Cohn</u>	Pat Sullivan	Agents
October 26	<u>Goldberg</u>	Braxton	Labor Management
November 30	<u>Murnighan</u>	Dollar Auction	Biases

Appendix 9

Courses on Negotiation and Dispute Resolution

<i>Kellogg School of Management</i>	
Negotiation	This course is designed to improve students' skills in all phases of negotiation: understanding prescriptive and descriptive negotiation theory as it applies to dyadic and multiparty negotiations, to buyer-seller transactions and the resolution of disputes, to the development of negotiation strategy and to the management of integrative and distributive aspects of the negotiation process. The course is based on a series of simulated negotiations in a variety of contexts including one-on-one, multi-party, cross-cultural, third-party and team negotiations. There is an attendance policy.
Cross-Cultural Negotiation	This Kellogg course takes the basic negotiation course global. It utilizes a web survey and database developed out of DRRC sponsored research to provide students with personalized feedback about their intuitive approach to negotiation so that they can benchmark against strategies used by negotiators from many different cultures. Professor Jeanne Brett's book, <i>Negotiating Globally</i> is the text. Kellogg students are required to take one course with an INTL designation. As the cross cultural negotiation course has that designation, the school is preparing to provide more cross cultural sections of negotiations. We are keeping a close eye on staffing this course and whether demand justifies hiring another post doc.
Power and Politics in Organizations	This course examines personal and organizational factors that contribute to a person's political effectiveness in organizations. There will be an emphasis on developing awareness of different political strategies and tactics. The analysis of power will include an examination of ethical considerations as well as different strategies to protect yourself when you are the target of an influence attempt.
Strategic Decision Making	A decision maker faces two types of uncertainty: uncertainty about the state of nature (How much oil is on a tract of land?) and uncertainty about the strategic behavior of other decision makers (What pricing strategy will a competitor follow?). This course focuses

	<p>on a strategic uncertainty and the uses of a decision maker can make of the concepts of game theory to guide his decisions. Topics include bargaining and arbitration, collusion and competition, joint cost allocation, market entry and product differentiation, and competitive bidding. Role-playing exercises and case analysis are used.</p>
Conflict, Authority and Rules	<p>A seminar examining the ways that authorities and rule structures cause or prevent conflict and manager conflict when it occurs. The class is interdisciplinary in focus, examining the writing of psychologists, political scientists, sociologists, anthropologists, organization theorists, and law and social science researchers.</p>
Individual and Competitive Decision making	<p>The purpose of this course is to understand and improve how we make decisions. This course is designed to complement the technical skills learned in other courses at Kellogg. A basic premise of the course is that a manager needs analytical skills to discover optimal solutions to problems. However, the intuition that lies at the core of these decisions may be faulty. This course will allow participants the opportunity to develop better decision making skills experientially. The course is designed to be relevant to a broad spectrum of decisions that are faced by the manager and professional.</p>
The Theory of Games	<p>Game Theory is concerned with the problems of conflict and cooperation between rational decision makers. It explores concepts basic to economic, political, and social theory. This course provides a rigorous introduction to the fundamental ideas of game theory.</p>
Principles of Game Theory for Managerial Decision	<p>To formulate an effective strategy in a competitive situation, a manager needs to understand and anticipate the strategic behavior of his opponents. To do so, he must try to look at the situation from their point of view, as well as his own. Game theory provides a general framework for analyzing competitive situations and formulating optimal strategies that take into account the information and incentives of other decision makers. This course will develop the fundamental ideas of game theory as they apply to the analysis of managerial decision making.</p>
The Strategic Dynamics of	<p>This Kellogg course combines the approaches of game theory, organization behavior, and negotiations to improve students'</p>

Bargaining	abilities to formulate and implement strategy in a variety of bargaining games. The course provides experiences in competitive and cooperative negotiations and culminates with an extended, complex bargaining simulation. The course uses Professor Keith Murnighan's book, <i>The Dynamics of Bargaining Games</i> and exercises, all of which are available online at negotiationexercises.com .
-------------------	--

Northwestern University Department of Communications Studies	
Theories of Persuasion	This course is designed to make the student aware of major theoretical perspectives of persuasion. The student is expected to exhibit understanding and retention of key concepts and theories. As such, the primary course content comes from social scientific theory and research. We will explore general perspectives of persuasion as well as those focused on particular contexts (e.g., advertising, bargaining, and negotiation).
Interpersonal Conflict	This course is focused on processes observed in interpersonal disputes. Causes of conflict and methods of resolution will be discussed. Sources of information include research and theory drawn from communication, social psychology, and sociology. The course includes general models of conflict as well as material related to disagreements in specific contexts such as friendship, dating, and marriage. The primary method of teaching is lectures and students are encouraged to ask questions and offer examples.
Theories of Bargaining and Negotiation	A variety of theories and research projects that explain and predict behavior within negotiation contexts are the focus of this course. These theories are drawn from a variety of disciplines including organizational behavior, industrial relations, political science, social psychology, and communication. Much of the class material is drawn from social scientific theory and research and

	<p>negotiation within a variety of contexts including collective bargaining, family interactions, sales, and international diplomacy. The primary method of teaching is lectures and students are encouraged to ask questions and offer examples.</p>
Seminar in Persuasion	<p>An overview of theoretical and research traditions in the scientific study of persuasion. This course was developed to meet two needs that have been expressed by the faculty and former doctoral students in the department. First, the study of persuasion is central to many of the areas of communication inquiry; hence, our doctoral students need grounding in classic and contemporary theories of persuasion in order to develop important research questions. Second, after completing the doctorate, many of our students will be expected to teach a course in persuasion. Therefore, they need to be sufficiently familiar with the material so as to perform well in the classroom.</p>
Persuasion	<p>The goal of this course is to translate the product of the Seminar in Persuasion into practical applications to persuasion situations of interest to individual students. As such, the professor provides information about the theoretical frameworks that drive inquiry and the results of scholarship with a specific aim of showing its relevance for everyday persuasion.</p>

Northwestern University School of Law	
Dispute Resolution	<p>Of the disputes that come into a lawyer's office, only small proportions are resolved by court adjudication. Yet legal education is almost exclusively concerned with this form of dispute resolution. The goal of this course is to provide students with an understanding of the full range of dispute resolution processes: negotiation, mediation, adjudication, and arbitration, as well as hybrid forms of these processes, such as Med-Arb, the Mini-Trial, and Rent-A-Judge.</p>
Negotiation Workshop	<p>For most lawyers, negotiation is a central part of their professional duties. Of those matters that come into a lawyer's office, the vast majority are resolved by negotiation. Negotiation also is part of everyday life. This course is designed to give students experience in negotiation, as well as a foundation in negotiation theory. The emphasis of the course is on experiential learning. Students spend most of their time participating in negotiation simulations, as well as discussing negotiation problems. Students are observed in negotiations and receive feedback. Several negotiations are videotaped for later viewing and additional feedback.</p> <p>Negotiation simulations cover a wide range of situations. In past years, students have negotiated the settlement of lawsuits, neighborhood disputes, campus disputes, personal services contracts, contracts for the sale and purchase of commercial and residential property, intra-family disputes, corporate takeovers, international and labor disputes.</p> <p>The class meets three hours one afternoon or evening per week. Additional meetings with students and attorneys also are required to negotiate or prepare for negotiations.</p>
ADR Course	<p>Advisory Committee member, Rod Heard, began offering a general ADR course at the Northwestern University</p>

	<p>School of Law beginning in 2002. Since its inception, Susan Walker has shared this teaching assignment with Rod Heard. The purpose of this course is to provide students with an understanding of the relative advantages and disadvantages of the various dispute resolution options from negotiation to trial. Each dispute resolution process is critically analyzed for theoretical and practical differences, strengths and weaknesses, and appropriate areas of use. A variety of teaching techniques are utilized, including exercises, simulations, demonstrations (live and video), and presentations. The course's principal focus is preparing and participating in three extensive simulations: negotiation, mediation, and arbitration. Lawyers and managers from the private and public sector and professional mediators act as the neutrals.</p>
<p>Mediation Process and Advocacy</p>	<p>This course at the Northwestern University School of Law provides students with both a theoretical background and hands-on experience in mediation and mediation advocacy. A portion of the course consists of mediation skills training conducted by the Chicago Center for Conflict Resolution. Those students who successfully complete the skills training portion of the course and meet all of CCR's certification requirements have the opportunity to become certified as mediators, and to conduct actual mediations on behalf of the Center for Conflict Resolution.</p>
<p>Power, Status, and Negotiation</p>	<p>This course introduces students to social exchange theory and its application to negotiations. Students explore how structures of networks and resource dependence influence outcomes of negotiated and reciprocal exchange. To do this, the course focuses on four key components of social exchange theory: resources, power, brokerage, and status. Questions like, when are actors more or less likely to resort to coercive power; when are they more likely to resort to reward power; which is more effective; how does status impact outcomes; when is it better or worse for an actor's</p>

	<p>alternatives to exchange to have many or few alternatives to exchange; when is it good for an actor for her alternatives to exchange to know each other are addressed; The course then turns to how negotiation processes may be informed by structure in influencing outcomes of exchange by evaluating when and how actors may influence outcomes in their negotiations using information about network structures and resource dependence models.</p>
<p>International Business Negotiation</p>	<p>The purpose of the course is to provide students with an opportunity to gain insight into the dynamics of negotiating and structuring international business transactions, to learn about the role that lawyers and law play in these negotiations, and to give students experience in drafting communications and actual negotiations. Students also learn about the legal and business issues that may arise in joint ventures, supply agreements, and licensing agreements. Students utilize state-of-the-art video conferencing facilities to interact with students from other parts of the country.</p>
<p>Advanced Negotiation Workshop</p>	<p>The Advanced Negotiation Workshop is designed to accomplish two objectives: To allow students to apply what they learned in the basic negotiation workshop to more complex situations and to provide each student the tools of mindful awareness so that they may understand their responses to conflict and to improve their own individual abilities as a negotiator. To accomplish these objectives, students will engage in multi-party/multi-issue negotiations. In addition, students will receive feedback from the professor and experienced negotiators on their skills. Finally, students will engage in improvisational exercises as well as adventure learning challenges in order to test their ability to apply the classroom learning in the real world.</p>

Appendix 10

Kellogg Negotiation Faculty since 1981

Name	Current University Organization
Wendi Adair	University of Waterloo
Lisa Amoroso	Dominican University
Cameron Anderson	University of California - Berkeley
Ron Anton	Loyola College in Maryland
Karl Aquino	University of British Columbia
Zoe Barsness	University of Washington - Tacoma
Chris Bauman	University of California - Irvine
Max Bazerman	Harvard University
Rebecca Bennett	Louisiana Tech University
Gail Berger	Northwestern University
Sekou Bermiss	University of Texas - Austin
Sally Blount	Northwestern University
Terry Boles	University of Iowa
Jeanne Brett	Northwestern University
Michelle Buck	Northwestern University
Karen Cates	Monmouth College
Eileen Chou	University of Virginia
Aletha Claussen-Schulz	Consultant
Susan Crotty	Dubai School of Government
Taya Cohen	Carnegie Mellon
Joe Daly	Appalachian State University
Dania Dialdin	Suffolk University

Tina Diekmann	University of Utah
Nicole Dubbs	Columbia University
Tracy Dumas	Ohio State University
Daniel Efron	Northwestern University
Louisa Egan Brad	Bryn Mawr College
Craig Fox	University of California - Los Angeles
Adam Galinsky	Columbia University
Tiffany Galvin	University of Utah
James Gillispie	University of Illinois, Chicago
Brian Gunia	Johns Hopkins University
Larry Heuer	Columbia University
David Houston	University of Memphis
Li Huang	INSEAD
Karen Jehn	University of Melbourne
Michael Jensen	University of Michigan
Jennifer Jordan	University of Groningen
John Joseph	Duke University
Rekha Karambayya	York University
Mark Kennedy	University of Southern California
Mary Kern	Baruch College
Peter Kim	University of Southern California
Sei Jin Ko	San Diego State University
Shirli Kopelman	University of Michigan
Rita Kosnik	Trinity University - San Antonio
Laura Kray	University of California - Berkeley
Gillian Ku	London Business School

Terri Kurtzberg	Rutgers University
Rodney Lacey	University of California - Irvine
Claus Langfred	George Mason University
Rick Larrick	Duke University
Geoffrey Leonardelli	University of Toronto
Daniel Levin	Rutgers University
Katherine Liljenquist	Brigham Young University
Paul Lippert	East Stroudsberg University
Jeff Lowenstein	University of Illinois at Urbana - Champaign
Michael Lounsbury	University of Alberta
Robert Lount	Ohio State University
Denise Loyd	Massachusetts Institute of Technology
Razvan Lungeanu	Northwestern University
Anne Lytle	Melbourne Business School
Deepak Malhotra	Harvard University
William Maddux	INSEAD
Beta Mannix	Cornell University
Paul Martorana	University of Texas - Austin
Kathleen McGinn	Harvard University
Vicki Medvec	Northwestern University
Don Moore	University of California - Berkeley
Elizabeth Morrison	New York University
Elizabeth Mullen	Stanford University
Keith Murnighan	Northwestern University
Janice Nadler	Northwestern University

Charles Naquin	DePaul University
Margaret Neale	Stanford University
Amit Migam	New York University
Kathleen O'Conner	Cornell University
John Oesch	University of Toronto
Jim Oldroyd	Sungkyunkwan University
Cy Olson	Michigan State University
Sherry Peck	Capital University
Robin Pinkley	Southern Methodist University
Jeffrey Polzer	Harvard University
Jo-Ellen Pozner	University of California - Berkeley
Jared Preston	Consultant
W. Trexler Proffitt	Franklin & Marshall College
Sandra Robinson	University of British Columbia
Ashleigh Rosette	Duke University
Michael Sacks	Emory University
Holly Schroth	University of California - Berkeley
Vanessa Seiden	Consultant
Pri Shah	University of Minnesota
Debra Shapiro	University of Maryland
Donna Shestowsky	University of California - Davis
Gairry Shytenberg	University of Tennessee
Mark Siegall	California State University - Chico
Tony Simons	Cornell University
Niro Sivanthan	London Business School
Harris Sondak	University of Utah

Nicole Stephens	Northwestern University
Roderick Swaab	INSEAD
Laurie Taylor	Christopher Newport University
Ann Tenbrunsel	University of Notre Dame
Brosh Teucher	St Michael's College
Melissa Thomas-Hunt	University of Virginia
Leigh Thompson	Northwestern University
Tracy Thompson	University of Washington - Tacoma
Cathy Tinsley	Georgetown University
Tom Tripp	Washington State University - Vancouver
Kim Wade-Benzoni	Duke University
James Walsh	University of Michigan
Cindy Wang	National University of Singapore
Jiunwen Wang	The Civil Service College of Singapore
Marvin Washington	Texas Tech University
Laurie Weingart	Carnegie-Mellon University
Jennifer Whitson	University of Texas - Arlington
Chen-Bo Zhong	University of Toronto
Lisa Shu	Northwestern University
Soroush Aslani	Northwestern University
Jimena Ramirez-Marin	University of Lille
Sun Young Kim	Northwestern University

Appendix 11

Continuing Education and Other Outreach Programs

<p>Women Negotiate Forum December 7, 2012 Kellogg School of Management Northwestern University 2001 Sheridan Road Leverone Hall, Room 387 Evanston, IL 60208</p>	<p>A conversation with Kellogg School of Management negotiation professors Jeanne Brett, Leigh Thompson, Victoria Medvec, and Nicole Stephens about women negotiating their employment contracts and packages.</p>
<p>Negotiation Strategies for Managers September 24-24, 2012 Kellogg School of Management Northwestern University James L. Allen Center 2169 Campus Drive Evanston, IL 60208</p>	<p>There is a science to negotiation, and those trained to use the best practices and strategies have an edge over those who don't. This program will unlock the science of negotiation when preparing to negotiate, managing a negotiating team, and implementing a negotiation strategy in a dynamic, evolving situation.</p> <p>In this course, you will identify your negotiating strengths, and learn how to use those strengths in a wide variety of negotiation situations. In addition to one-on-one and team-on-team negotiation skills, you will have the opportunity to challenge and evaluate your negotiation skills in deal making within and between organizations, resolving disputes, and negotiating in a global environment.</p>

NEGOTIATION STRATEGIES FOR MANAGERS

September 24-27, 2012

Academic Directors: Jeanne Brett & Leigh Thompson

Program Manager: Kelly Rayfield

Time	Monday Sept 24	Tuesday Sept 25	Wednesday Sept 26	Thursday Sept 27
8:30-10:00		Power and Information in Negotiations Debrief: <i>Energetics and Generex</i> Thompson	8:30 – 9:30 Culture and Negotiation Strategy Web Survey Report 9:30 – 10:45 Negotiate: <i>Mouse</i> Brett	8:30 – 10:00 Competitive, Dynamic Negotiations Negotiate: <i>MP3 Player</i> Thompson
10:15-11:45		Team Dynamics in Multi-issue Integrative Negotiations Prepare: <i>Cartoon</i> Thompson	11:00 – 12:00 Multi-Party, Multi-Issue, Multi-Culture Negotiation Debrief: <i>Mouse</i> Brett	10:15 – 11:30 Competitive, Dynamic Negotiations Debrief: <i>MP3 Player</i> 11:30 – 11:45 Wrap-Up and Adjournment Thompson
11:45-1:00	Lunch	Lunch	Lunch	Lunch (optional)
1:00-2:30		Negotiation: <i>Cartoon</i> Brett	1:00 – 2:15 Negotiating with Agents Read and Prepare: <i>Bullard Houses</i> 2:30 – 3:30 Negotiate: <i>Bullard House</i> Thompson	
2:45-4:15		Multi-issue, Integrative Negotiations Debrief: <i>Cartoon</i> Brett	3:45 – 5:15 Negotiating with Agents Debrief: <i>Bullard Houses</i> Thompson	
4:30-5:45	5:00 Program Introduction Thompson	4:15- 5:30 Individual Study and Recreation		
6:00-6:30	Social Time Dinner	Social Time 5:30 Dinner 6:00	Social Time Dinner (Optional)	
7:30-9:00	Power and Information in Negotiations Prepare and Negotiate <i>Energetics meets Generex</i> Thompson	7:00 – 8:30 Multi-Party, Multi-Issue, Multi-Culture Negotiation Prepare: <i>Mouse</i> Brett	Independent Study and Recreation	