
DISPUTE RESOLUTION RESEARCH CENTER (DRRC)

FY19 ANNUAL REPORT

SEPTEMBER 1, 2018 – AUGUST 31, 2019

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1. INTRODUCTION

This report summarizes the activities of the Dispute Resolution Research Center (DRRC) at the Kellogg School of Management, Northwestern University from September 1, 2018, through August 31, 2019. DRRC's mission is to uphold its reputation as a nationally recognized center for research on conflict, dispute resolution, and negotiation, as well as to be an internationally recognized provider of continuing education programs and teaching materials. Each part of DRRC plays a pivotal role in contributing to this mission. This report highlights the center's initiatives in research and teaching from September 1, 2018, through August 31, 2019, and summarizes the accomplishments of the center's ongoing programs during that period.

1. Governance. The Dispute Resolution Research Center is located administratively within the Kellogg School of Management and is comprised of an Executive Director and three staff members. Assisting the Executive Director with different projects related to DRRC are several cross-disciplinary faculty members listed below.

- Executive Director: Cynthia S. Wang, Management and Organizations
- Management and Organizations: Eli Finkel, Brayden King, Brayden King, Maryam Kouchaki, Nour Kteily
- Political Science: Will Reno
- Psychology, Daniel Molden

2. Staff. DRRC's staff consists of the following individuals: Stephanie Dixon, Doug Foster, and Leah Seiffert.

3. Membership and Affiliation with the Center. All Northwestern University faculty, postdocs, and Ph.D. 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. They may apply for center research grants in association with a Northwestern faculty member.

2. AFFILIATED FACULTY AWARDS OF 2018-2019

Eli Finkel - American Association of Retired Persons (AARP: One of the “9 Great Books About Love” (*The All-Or-Nothing Marriage*))

Nour Kteily – Best 40 Business School Professors Under the Age of 40

Cynthia Wang – Daniel I. Linzer Grant for Innovation in Diversity and Equity, Northwestern University.

3. RESEARCH INITIATIVES

DRRC’s goal to be nationally recognized for research on dispute resolution, negotiation, and conflict is brought about through the scholarly activities of center members and associates.

The faculty, associates, postdoctoral fellows, 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, political science, as well as in the

interdisciplinary fields of organizational behavior, communications, negotiation theory, and law.

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

1. Faculty and Post-Doctoral Research.

Faculty, associates, postdocs, and graduate students affiliated with the center write numerous working papers each year. These papers are presented at scholarly meetings in both 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. A sample of DRRC faculty and postdoctoral fellow’s research are at

<https://www.kellogg.northwestern.edu/research/dispute-resolution-research-center/research-and-thought-leadership.aspx>.

- 2. Postdoctoral Fellows.** The postdoctoral fellowship 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 is a joint enterprise of the Kellogg Dean and DRRC. The fellows each taught the Fundamentals of Negotiation course at Kellogg. DRRC provides the postdocs with training for the classroom as well as and research support and facilities. 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. The post-doctoral fellows in residence during the academic year 2018-2019 were Marlon Mooijman, Esther Sackett and Jillian Jordan. Marlon Mooijmon is now an Assistant Professor at Rice University and Esther Sackett is now an Assistant Professor at Santa Clara University. Jillian Jordan will be a second-year postdoctoral fellow in 2019-2020 and will be joined by two first-year postdoctoral fellows: Dylan Wiwad and Christopher To. More information about the past and present fellows can be found here: <https://www.kellogg.northwestern.edu/research/dispute-resolution-research-center/faculty-and-post-doctoral-fellows.aspx>
- 3. Annual Conference.** Nour Kteily and Cynthia Wang hosted the DRRC Intergroup Conflict & Cooperation Conference June 14-15, 2019. <https://www.kellogg.northwestern.edu/news-events/conference/drrc-2019.aspx> This conference featured research from experts in the areas of anthropology, sociology, political science, psychology, and management, the one day and a half-day conference explored topics of intergroup relations, immigration, ethnic and racial conflict, and political violence. The feedback was extremely positive for this conference. As a result of this success, the DRRC plans to bring pre-eminent scholars to explore topics

related to conflict and collaboration each year. In 2020, the DRRC (Eli Finkel and Cynthia Wang) are planning a conference in collaboration with Institute for Policy Research (Jamie Druckman) on Political Polarization.

- 4. Speakers.** The DRRC hosted two guest speakers in 2019. The first speaker, Jared Curhan, a Professor of Management at the Massachusetts Institute of Technology and a Fellow at the Program on Negotiations (PON) at Harvard, gave a seminar talk titled on “Silence is Golden: Silence, Deliberative Mindset, and Value Creation in Negotiation”. The second speaker, Ana Dutra, visited Cynthia Wang’s classes in the Kellogg Global Hub and gave presentations to her students. Ana Dutra is the CEO of Mandala Global Advisors and Director of the Chicago Mercantile Exchange (CME) Group. She has over 30 years of experience in technology, M&A, and global business transformations. Ana gave several talks about her experience negotiating during Cynthia Wang’s MBA classes and the presentations were well received by both classes.
- 5. Grants Program.** The DRRC grants program funds research studies and provides seed money for researchers within Northwestern University. An All-State Endowment provides the funds for these grants. The multi-disciplinary mission for this program is to fund novel research on conflict and collaboration, broadly construed. The DRRC awarded sixteen new grants in its Fall 2018 and Spring 2019 funding cycles. The total amount awarded was \$45,204. More information about the grants program and awardees can be found here: <https://www.kellogg.northwestern.edu/research/dispute-resolution-research-center/research-grants-awards.aspx>
- 6. External Research Awards.** DRRC has longstanding partnerships with the International Academy of Conflict Management (IACM) and the Academy of Management (AOM), two

organizations that convene faculty, Ph.D. and postdoctoral fellows to share their knowledge and research. DRRC sponsors several awards given annually by IACM and AOM to recognize scholars' research outside of DRRC.

At the 2019 International Association of Conflict Management's (IACM) annual conference in Dublin, Ireland, the DRRC sponsored the 2019 Outstanding Dissertation Award (completed in 2017 or 2018) was given to Yeonjeong Kim for her article, *Special Elections Amendment Forecasting Unethical Behavior Using the Hidden Information Distribution and Evaluation (HIDE) Model*. The DRRC also sponsored an IACM pre-conference consortium for Ph.D. students and junior faculty. The goal of this consortium was to connect Ph.D. students and faculty with each other and mid-career and senior scholars. The three-hour consortium consisted of two roundtable sessions. The first session focused on connecting scholars with similar research interests and the second session focused on answering questions about navigating careers (how to write a dissertation, get a job, manage the R&R process, develop mentor relationships). The consortium ended with a panel of senior scholars who answered questions about research and career strategies.

The DRRC also sponsored the Academy of Management Conflict Management Division's awards at their 2019 Annual Meeting in Boston, MA. The winner of the Best Student Paper award was Ian Wang for her article, *"The Lagged Effects of Customer Mistreatment on Service Failure and Sabotage."* The winner of the Best Empirical or Theoretical Paper award was David Maurico Munguia Gomez and Emma Levine for their paper, *"Preference Reversals in Equivalent Choices between Individuals and Policies that Affect Individuals."*

4. TEACHING INITIATIVES

DRRC's catalog of teaching materials currently totals over 180 exercises and cases covering topics of negotiation, conflict management, teamwork, and decision making, available online at www.DRRCExercises.com. Over 4700 instructors and consultants in all 50 states and in 65 countries throughout the world have used DRRC's teaching materials. DRRC receives a royalty fee per exercise, per user. The revenue from these sales is redirected to fund research, grants, conferences, and new projects. Sales of the DRRC teaching materials continue to be strong. In fiscal year 2019, sales totaled \$745,000.

1. Increased teaching material offerings. In the past year, three important initiatives took place regarding DRRC teaching materials. First, we continue to build our PDF-based exercise offerings by introducing nineteen new exercises, including several in collaboration with the Harvard Program on Negotiation. Second, in addition to the new exercises (i.e., role-playing simulations), we've introduced our first set of cases (i.e., cases geared towards lecture-based discussions) from the Kellogg Case Collection and external authors. We expect to grow our partnership with both groups. Finally, the DRRC has been exploring new delivery systems for our exercises. In 2011, DRRC began selling its materials online. Now, we are exploring online platforms through which students will be able to use our exercises to negotiate with one another as well as provide the instructor with immediate results and expanded information and feedback to use in debriefing the exercises. DRRC has been working with SimCase to develop such an online version of our first exercise, which will be deliverable in Fall 2019. Two more exercises on this platform will be rolled out in the Spring of 2020. We have also explored the possibility of using virtual reality as a delivery system. DRRC should be at the forefront of developing new technology to enhance the classroom experience.

2. **Advanced Negotiations Class.** The DRRC has received approval to introduce the Advanced Negotiations Class, which will teach students theory and practice of negotiation beyond the concepts covered in Negotiations Fundamentals class. This course builds upon the Negotiations Fundamentals class and assumes familiarity with the core negotiation concepts (e.g., BATNA, integrative negotiations, Pareto efficiency). The class will expand students' negotiation skillset by emphasizing topics such as maximizing outcomes in multi-party negotiations, managing multi-round disputes, and negotiating in cross-cultural contexts. This class will be introduced in Spring 2020.
3. **Workshops.** The DRRC provided several teaching workshops at the Teaching and Learning Conference at the Academy of Management in Boston. Cynthia Wang, in conjunction with Harvard Business Publishing, SIMCase, and Forio, provided two workshops: "Building and Distributing Your Own Student-Focused Online Simulation" and "Designing Online Games and Simulations to Express Theory". In addition, Cynthia Wang provided a Negotiations workshop for women in higher education at the IOWA Women's Conference.

5. ADMINISTRATIVE INITIATIVES FOR 2018-2019

1. **Kellogg DRRC Website Redesign.** Starting in November of 2018, the DRRC began the process to streamline the internal Kellogg/DRRC site with the Kellogg Digital Services team. They improved the website in the following ways:
 - Streamlined Design: Updated design of the DRRC/Kellogg site to match with the updated branding on the main Kellogg website.
 - UX Improvements: Enhanced customer satisfaction and loyalty by improving the usability and ease of use in finding important features, opportunities, and initiatives within DRRC.

- Responsive Coding: Making the DRRC/Kellogg site more mobile reactive for differing screen sizes.
- Content Management System (CMS): updated the ability to manage content in a more streamlined fashion.

The DRRC and the Kellogg Digital Services team launched the new site on April 2019:

<https://www.kellogg.northwestern.edu/research/dispute-resolution-research-center.aspx>.

The user interface flow of this new design has enhanced usability and improved user experience. User satisfaction with our new website has improved along with our overall visibility.

2. **DRRC e-commerce Updates.** We made several changes to the DRRC e-commerce website (drrcexercises.com). Most notably, we have improved the customer experience so they can more easily search exercises before making an account and by updating the layout to differentiate exercises from the new case offerings.
3. **Social Media and Newsletters.** The DRRC has increased their social media presence on LinkedIn, Facebook (<https://www.facebook.com/DisputeResolutionResearchCenter/>), and Twitter (@DRRC_Kellogg). These groups to build the DRRC customer base and to keep DRRC members and affiliates informed about all that occurs within DRRC including research, new teaching materials, conferences, and general activities. In addition, we now provide a quarterly newsletter to update our customer base about new offerings. We believe these efforts have provided good exposure and we are now seeing an increase of sales as a result.