# Robert J. Robinson: A Short Biography

Robert J. Robinson was born and raised in Durban, South Africa. He attended the University of Natal, graduating with a degree in business in 1983. In 1984 he completed a BA in Industrial and Organizational Psychology at the University of Cape Town, where he also obtained his MA in 1987. While working on his MA, he was employed as an internal consultant at ESKOM (the national electricity utility), where he was part of a huge turnaround project. In 1987 he co-founded a management consulting company before leaving for Stanford University, where he completed his Ph.D. in social psychology (1991), specializing in group conflict and negotiation. From 1991 to 2001 he was on the faculty of the Harvard Graduate School of Business Administration (HBS) in Boston, MA. In 2001, Dr. Robinson was a visiting professor at MIT's Sloan School of Management before accepting the position of Weinman Distinguished Professor of Entrepreneurship and E-Business at U. Hawaii's Shidler College of Business Administration, and the role of executive director of the Pacific Asian Center for Entrepreneurship and E-Business ($PACE^2$) from 2001-2007. In 2002 Dr. Robinson founded HI Angels, a Hawaii-based angel investor network that invests in technology startup firms. In 2007, Robert co-founded Kolohala Ventures, and in 2010 Topaz Management, both Honolulu-based private equity firms and fund managers. These assorted entities have to dated funded in excess of $120MM into primarily Hawaii-based startup companies. He is on the board of, or has served on the boards of, the Hawaii Venture Capital Association, the Hawaii Life Sciences Council, and numerous startup companies in Hawaii. He is a senior mentor at Blue Startups, Hawaii's nationally-ranked tech accelerator, and is deeply involved with startups and entrepreneurship at many levels throughout the State of Hawaii.

Rob is married to Eileen Donahue Robinson, Ph.D. (U.C. Berkeley, 1992), and has three sons.

Dr. Robinson teaches in the areas of Entrepreneurship, Negotiation, and Management. He helped develop the required first year MBA course at HBS called *Negotiation*, which emphasizes negotiation, decision analysis, and the development of negotiation skills; and a second year MBA elective, *Entrepreneurial Negotiations*. He taught other required MBA courses at HBS including *Organizational Behavior*, *Leadership*, *Data, Decisions, and Negotiation, Social Behavior in Organizations*. Dr. Robinson was a faculty member of the Harvard Program on Negotiation (PON), and taught executive programs there, at Harvard's Kennedy School of Government, and at HBS. He consults actively to industry, covering topics that include negotiation skills and analysis, decision-making, conflict management, group dynamics, and managing change. At Harvard he served as co-director of the PON project on Psychological Processes in Negotiation, has authored numerous academic and business articles in the fields of social cognition, negotiation, conflict analysis, and ethics, and has been awarded several international academic writing prizes, including the Academy of Management (twice), and the International Association of Conflict Management (twice) Best Paper prizes. In 2001, his 1995 seminal paper on Naïve Realism was selected by the Academy of Management as the Most Influential Paper Published in the Field of Conflict Management and Negotiation, 1993-1997.

In addition to his academic writing, Dr. Robinson has an active applied research program, with his various efforts centering on issues of entrepreneurial activity and startup funding. He is interested in hi-tech startup companies and their entrepreneurial negotiations, covering the gamut from negotiating with potential partners for equity, negotiations with venture capital firms, and selling or taking the company public. He is the author (with Mark Van Osnabrugge) of *Angel Investing: Matching Startup Funds with Startup Companies -- The Guide for Entrepreneurs, Individual Investors, and Venture Capitalists* (2000, Jossey-Bass). Dr. Robinson has also published on legal and health issues in the workplace.

# Robert J. Robinson

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**Education and Academic Career**

2007-present **University of Hawaii at Manoa**, Shidler College of Business, Professor of Business Administration; Director, Technology Evaluation and Commercialization.

2001-2007 **University of Hawaii at Manoa**, College of Business Administration, *Barry and Virginia Weinman Distinguished Professor of Entrepreneurship and E-Business*.

Executive Director, Pacific Asian Center for Entrepreneurship and E-Business ($PACE^2$), College of Business Administration, University of Hawaii.

2000-2001 **Massachusetts Institute of Technology**, Sloan School of Management, Visiting Professor.

1991-2001 **Harvard University**, Graduate School of Business Administration.
Associate Professor (1997-2001).
Assistant Professor (1991-1996).

1987-1991 **Stanford University**, Ph.D., Social Psychology.
Dissertation: *To have and have not: Post-allocation reactance versus dissonance reduction under adversarial and non-adversarial conditions*.

1985-1987 **University of Cape Town**, MA *magna cum laude*.
Industrial and Organizational Psychology.
Thesis: *The mediating effect of organizational climate on personal growth amongst quality circle members*.

1984 **University of Cape Town**, BA *cum laude*.
Industrial and Organizational Psychology.

1981-1983 **University of Natal, Durban**, B.Commerce.
Majors: Business, Economics, Psychology *cum laude*.
Research Assistant and Teaching Assistant, database management, programming, experiments.

**Selected Academic Honors and Awards**

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|---|---|
| 2011-2013 | Co-PI on UH-Manoa Sustainability Initiative: Research Program on Water, Energy, and Soil Sustainability (WESS) grant ($1MM). |
| 2005 | Certificate from Governor Linda Lingle in recognition of contributions to technology in the State of Hawaii. |
| 2001 | Academy of Management: Most Influential Paper published in the field of Conflict Management and Negotiation in the five-year period 1993-1997. |
| 1997 | Best Empirical Paper: International Association of Conflict Management. |
| 1997 | Best Paper: Australian Industrial and Organizational Psychology Society. |
| 1994 | Best Empirical Paper: International Association of Conflict Management. |
| 1993 | Best Paper: Academy of Management, Conflict Management Division. |
| 1989, 1991 | Richard Goldsmith competition, Stanford (conflict resolution). |
| 1989-1991 | Stanford Center on Conflict and Negotiation (SCCN) Fellow. |
| 1987-1991 | HSRC Scholarship, Harry Crossley Scholarship, Stanford University Fellowship. |

**Other Academic Affiliations**

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|---|---|
| 1997-1999 | Associate Editor, *International Journal of Conflict Management*. |
| 1995-1996 | Assistant Editor, *International Journal of Conflict Management*. |
| 1995-1997 | Harvard Program on Negotiation Faculty, and Co-Director of Project on Psychological Processes in Negotiation (PPIN). |

**Representative Professional Memberships**

- Academy of Management.
- American Psychological Society.
- Angel Capital Association.
- Hawaii Venture Capital Association.
- International Association of Conflict Management.
- National Council on Entrepreneurship Centers.
- Society of Personality and Social Psychology.

**Professional Industry Experience and Business Community Outreach**

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| 2012-present | Senior Mentor, Blue Startups Hawaii, Honolulu-based business accelerator. |
| 2010-present | Co-Founder & Partner of Topaz Management, a Honolulu HI venture and private equity firm. |
| 2005-present | Founder & Managing Partner of Kolohala Holdings, a venture and private equity firm in Honolulu, HI. |
| 2002-present | Founder & President of HI Angels, angel investing network in Honolulu, HI. |
| 2001-present | Board of the Hawaii Venture Capital Association. |
| 2003-2006 | Hawaii Strategic Development Corporation Advisory Board. |
| 2001-2008 | Board of Hawaii Life Sciences Council, Board HIBEAM (virtual accelerator). |
| 1991-present | Management consulting and training, emphasis on negotiation training, entrepreneurial negotiations / startups, decision-making, team building, and management team facilitation. |
| 1988-1991 | Statistical consulting. |
| 1987 | Founder, *Work and Life Change* (a management consulting company).<br>Senior Officer, Productivity Services, ESKOM (national power utility) South Africa. |
| 1985-1987 | Facilitator, Management Performance & Development, ESKOM South Africa. Duties included: quality circle facilitation, facilitator and management training, process design, group dynamics & team building, job modeling, and data-base management. |

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| | Courses taught: Group facilitation, problem solving, presentation skills, value management. |
| 1985-1986 | Intern in approved I/O-Psychologist qualification program, ESKOM. |
| 1981-1984 | Management Trainee in Industrial Psychology, ESKOM. Accounting, Human Factors, Productivity, Personnel. |

**Reviewing/Editorial Experience**

Academy of Management; Administrative Science Quarterly, American Psychological Association; European Journal of Social Psychology; Group Decision and Negotiation; International Association of Conflict Management; International Journal of Conflict Management (Associate Editor 1995-1999); Journal of Applied Social Psychology; Journal of Experimental Psychology; Motivation and Emotion; Journal of Personality and Social Psychology, National Science Foundation, Personality and Social Psychology Bulletin; Psychological Bulletin.

**University Teaching**

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| 2001-present | University of Hawaii, MBA, executive, and undergraduate courses in Entrepreneurship, Negotiation, and Management. |
| 2000 | The Entrepreneur as Deal Maker (Washington University, St. Louis, Olin Business School, Executive MBA Program). |
| 2000 | Power and Negotiation (MIT Elective Curriculum). |
| 1997-2003 | Effective Decision Making, and Strategies of Executive Influence (Harvard Kennedy School Executive Programs). |
| 1997-2001 | Building Consensus (Harvard Kennedy School Executive Programs). |
| 1997-2001 | Negotiation (HBS MBA Required Curriculum). |
| 1999-2001 | Entrepreneurial Negotiations (HBS MBA & MIT Elective Curriculum). |
| 1997-2001 | PMD: Program for Management Development (HBS Executive Programs). |
| 1992-1995 | Social Behavior in Organizations (HBS Doctoral Programs). |
| 1992-1993 | Leadership and Organizational Behavior (HBS MBA Required Curriculum). |
| 1991-1992 | Organizational Behavior (HBS MBA Required Curriculum). |
| 1990 | Introductory Psychology. |
| 1989 | Applications of Psychology in Organizations, Stanford Peace Studies program. |
| 1988-1991 | Teaching Assistant for: Abnormal Psychology, Applied Issues in Social Psychology, Health Psychology, Psychology and Law, Introductory Psychology, Psychology of Mind Control. |

## Administrative Activities

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|---|---|
| 2011-present | Various standing and ad-hoc UH faculty and administrative committees. |
| 2001-2007 | Executive Director, Pacific Asian Center for Entrepreneurship and E-Business ($PACE^2$), College of Business Administration, University of Hawaii. |
| 2001 | Course Head, Negotiation (HBS MBA Required Curriculum). |
| 1994-2001 | DBA Orals Committee, various doctoral advisees and dissertation committees. |
| 1991-2001 | Various HBS report committees / task forces (reports available internally only). |
| 1991-2001 | Core Faculty, Joint Ph.D. Program. |
| 1996-1999 | HBS Recruitment Committee. |
| 1993-1994 | Leadership & Learning: Essential Capabilities Subcommittee. |

## Current Research Interests

- Angel Investing: The patterns and nature of the investments made by private individuals in early-stage startups, and their relationship with venture capital.
- Entrepreneurial Negotiations: Equity, venture capital, and business transactions, particularly in the hi-tech sector.
- The Social Cognition of Conflict and Negotiation: How structure and construal interact in interactive decision-making.
- Industrial Justice and Ethics: Procedural and distributive justice, social account giving, models of ethical and unethical negotiation behavior.

## Representative Professional Presentations

- Academy of Management.
- American Psychological Association
- Australian Industrial and Organizational Psychology Society.
- Hawaii Economic Association.
- Hawaiian Venture Capital Association.
- International Association of Conflict Management .
- New York Venture Group.
- South African Psychological Association.
- Stanford-Berkeley talks on Personality, Social, and Clinical Psychology .
- Western Psychological Association.

# Publications

(Sorted by date, author, & title)

**Published Journal Articles, Books, etc.**

Lewicki, R. J., & **Robinson, R. J.** (2004). Ethical and unethical bargaining tactics. What's Fair: Ethics for Negotiators 221-245.

Barry, B., & **Robinson, R. J**. (2003). Ethics in conflict resolution: The ties that bind. In special issue of Journal of International Negotiation: Negotiation Ethics.

**Robinson, R. J.**, & Barry, B. (Eds.) (2003). Special Issue of Journal of International Negotiation: Negotiation Ethics.

**Robinson, R. J.** (2003). Angels in Paradise: The Challenge of Forming and Running an Angel Network in Hawaii. In State of the Art: An Executive Briefing on Cutting-Edge Practices in American Angel Investing, The Batten Institute.

Garcia, S. M., Darley, John M., & **Robinson, R. J.** (2001). Morally Questionable Tactics: Negotiations between District Attorneys and Public Defenders. Personality and Social Psychology Bulletin, 27, 731-743.

Kray, L., & **Robinson, R. J.** (2001). Partisanship, construal and the status quo. European Journal of Social Psychology, 31, 321-335. (Also HBS Working Paper #98-038.)

**Robinson, R. J.** (2001). Fundamentals of early stage negotiating. In D. Amis, & H. Stevenson, Winning Angels, Prentice-Hall, New York, pp. 240-243.

**Robinson, R. J.** (2001). Wings of desire. Angel Advisor, January-February, 42-47.

**Robinson, R. J.**, & Kray, L. (2001). Status vs. quo: Naïve realism and the search for social change and perceived legitimacy. In: The Psychology of Legitimacy: Emerging Perspectives on Ideology, Justice, and Intergroup Relations. John T. Jost & Brenda Major (Editors), pp. 135-154.

**Robinson, R. J.**, & Van Osnabrugge, M. (2001). Do venture capitalists behave differently when investing in high tech ventures? Journal of Private Equity, 4, 31-42. (Also HBS Working Paper #99-131.)

Van Osnabrugge. M., & **Robinson, R. J.** (2001). The influence of a venture capitalist's source of funds. Venture Capital, 3, 25-29. (Also HBS Working Paper #99-133.)

Lee, F., & **Robinson, R. J.** (2000). An attributional analysis of social accounts: Implications of playing the blame game. Journal of Applied Social Psychology, 30, 1853-1879. (Also HBS Working Paper #99-136.)

**Robinson, R. J.**, Lewicki, R. J., & Donahue, E. M. (2000). Extending and testing a five factor model of ethical and unethical bargaining tactics: Introducing the SINS Scale. Journal of Organizational Behavior, 21, 649-664. (Also HBS Working Paper #96-031.)

Sohl, J.E., Van Osnabrugge, M., & **Robinson, R. J**. (2000). Models of Angel Investing: Portals to the Early Stage Market. In Frontiers Of Entrepreneurship Research: Proceedings of the Annual Babson-Kauffman Research Conference.

Van Osnabrugge. M., & **Robinson, R. J.** (2000). Angel Investing: Matching Startup Funds with Startup Companies -- The Guide for Entrepreneurs, Individual Investors, and Venture Capitalists. Jossey-Bass, San Francisco.

Lewicki, R. J., & **Robinson, R. J.** (1998). Ethical and unethical bargaining tactics: An empirical study. Journal of Business Ethics, 18, 211-228. (Also HBS Working Paper #95-067.)

**Robinson, R. J.** (1998). Groundhog Day: Teach it again.. and again... Negotiation Journal, 14, 87-91.

**Robinson, R. J.** (1998). Power to the People: The use of "forums" in conflict resolution in post-apartheid South Africa. International Journal of Conflict Management, 9, 51-71. (Also HBS Working Paper #97-036.)

Keltner, D., & **Robinson, R. J.** (1997). Defending the status quo: A source of misperception in social conflict. Personality and Social Psychology Bulletin, 23, 1066-1077. (Also HBS Working Paper #96-027.)

**Robinson, R. J.**, Lewicki, R. J., & Donahue, E. M. (1997). A five factor model of unethical bargaining tactics: The SINS Scale. Australian Industrial and Organizational Psychology Best Paper Proceedings, 131-137. Melbourne, Australia.

Keltner, D., & **Robinson, R. J.** (1996). Extremism, power and the imagined basis of social conflict. Current Directions in Psychological Science, 5, 101-105. (Also HBS Working Paper #96-021.)

**Robinson, R. J.**, & Keltner, D. (1996). Much ado about nothing? Revisionists and Traditionalists choose an introductory English syllabus. Psychological Science, 7, 18-24. (Also HBS Working Paper #94-087.)

**Robinson, R. J.** (1995). Defusing the exploding offer: The Farpoint Gambit. Negotiation Journal, 11, 277-285. (Also HBS Working Paper #95-080.)

**Robinson, R. J.** (1995). Irreconcilable differences. Yet more attitudinal discrepancies between death penalty opponents and proponents: A Californian sample. Pepperdine Law Review, 22, 1365-1372.

**Robinson, R. J.** (1995). The conflict competent organization: A research agenda for emerging organizational challenges. In R. Kramer & D. Messick (Eds.) Negotiation in its social context (pp. 186-204). Newbury Park, CA: Sage. (Also HBS Working Paper #94-071.)

**Robinson, R. J.**, & Friedman, R. A. (1995). Mistrust and misconstrual in union-management relationships: Causal accounts in adversarial contexts. International Journal of Conflict Management, 6, 312-327. (Also HBS Working Paper #94-076.)

**Robinson, R. J.**, Keltner, D., Ward, A., & Ross, L. (1995). Actual versus assumed differences in construal: "Naive realism" in intergroup perception and conflict. Journal of Personality and Social Psychology, 68, 404-417. (Also HBS Working Paper #94-052.)

**Robinson, R. J.** (1994). Review of *Global perspectives on organizational conflict.* Edited by M. Afzalur Rahim & Albert A. Blum. (1994). Westport, CT: Praeger. International Journal of Conflict Management, 5, 382-383.

Rosenhan, D. L., Eisner, S. L., & **Robinson, R. J.** (1994). Notetaking can aid juror recall. Law and Human Behavior, 18, 53-61.

Friedman, R. A., & **Robinson, R. J.** (1993). Justice for all? Union versus management response to unjust acts and social accounts. International Journal of Conflict Management, 4, 99-117. (Also HBS Working Paper #93-014.)

Friedman, R. A., & **Robinson, R. J.** (1993). The effects of group and power on responses to social accounts. Academy of Management Proceedings, 69-73.

Keltner, D., & **Robinson, R. J.** (1993). Imagined ideological differences in conflict escalation and resolution. International Journal of Conflict Management, 4, 249-262. (Also HBS Working Paper #93-055.)

**Robinson, R. J.** (1993). Quality circles as a means for achieving worker satisfaction -- or just a healthy managerial climate? A South African sample. South African Journal of Business Management, 24, 134-141.

**Robinson, R. J.** (1993). What does "unwilling" to impose the death penalty mean anyway? Law and Human Behavior, 17, 471-477.

Elliott, R., & **Robinson, R. J.** (1991). Death penalty attitudes and the tendency to acquit or convict: Some data. Law and Human Behavior, 15, 389-404.

**Robinson, R. J.**, & Pennebaker, J. W. (1991). Emotion and health: Toward an integrative approach. In K. T. Strongman (Ed.), International review on studies of emotion (Vol. 1) (pp. 247-268). London: John Wiley & Sons.

**Working Paper Series, and other Unpublished Research Reports**

Allen, C.M., Bangert, D.C., Gibson, G.V., Huff, L., & **Robinson, R. J.,** Supporting our students after graduation, Proceedings of the 51st International Council for Small Business World Conference, Melbourne, Australia, June, 2006

Allen, Craig; Bangert, David; Gibson, Greg; Huff, Lenard; **Robinson, R. J.,** "Interpersonal affect on angel investment decisions," Twenty sixth International Sunbelt Social Network Conference, April 2006.

Cooney, M.J., Deenik, J., Ogoshi, R., Antal, M.J., Schoonmaker, J., **Robinson, R. J.**, Yan, T., Babcock, R., Francis, O., Crowe, S. UH-Manoa Sustainability Initiative 2011-2013: Research Program on Water, Energy, and Soil Sustainability (WESS).

Cannon, M. D., Ku, G. D., Dalby-Ellison, J., & **Robinson, R. J.** The impact of framing on incentives of performance. Prepared for the 1997 annual meeting of Academy of Management, Boston, USA.

Donahue, E. M., & **Robinson, R. J**. Do nice guys really finish last? The role of personality in effective negotiation. Prepared for the Invitational Nag's Head Conference on Personality and Social Behavior, Highland Beach, FL.

Fenwick, J. & **Robinson, R. J.** Cloaking self interest with high-minded principle. Boston, MA: Harvard Business School. Harvard Business School Working Paper Series #97-063.

Raynor, M. E., & **Robinson, R. J.** (2005). Group vs. individual performance in the ultimatum game: Similar behaviors, different beliefs. HBS Working Paper #99-135.

Riley, H., & **Robinson, R. J.** How high can you go? Preliminary investigations of the perils and benefits of negotiator confidence. Boston, MA: Harvard Business School. Harvard Business School Working Paper Series #98-113.

**Robinson, R. J.** Errors in social judgment: Implications for negotiation and conflict resolution. Boston, MA: Harvard Business School. Harvard Business School case notes N2-897-103/104.

**Robinson, R. J.** The mediating effect of organizational climate on personal growth amongst quality circle members. Cape Town, South Africa: University of Cape Town. Masters thesis.

**Robinson, R. J.** The shock, although painful, is not in itself dangerous: Reflections of a social psychologist teaching in a business school**.** Prepared for the 1995 annual meeting of the Academy of Management, Vancouver, Canada.

**Robinson, R. J.** To have and have not: Satisfaction with allocation outcome under adversarial and non-adversarial conditions. Boston, MA: Harvard Business School. Harvard Business School Working Paper Series #92-092.

**Robinson, R. J.** To have and have not: Post-allocation reactance versus dissonance reduction. Stanford, CA: Stanford University. Doctoral dissertation.

**Robinson, R. J.**, & Gormley, P. It's a negotiation, stupid: What Harvard Business School didn't teach me about negotiation in the real world. Boston, MA: Harvard Business School.

**Robinson, R. J.**, & Keltner, D. Lone moderates in ideological disputes. Unpublished manuscript, Boston, MA: Harvard Business School.

**Robinson, R. J.**, & Keltner, D. The conflict incompetent society: The psychology of contemporary social and organizational conflict. Unpublished book manuscript, Boston, MA: Harvard Business School.

**Robinson, R. J.**, Keltner, D., & Ross, L. Extremism: Personal construal, construal error, and partisanship. Stanford Center on Conflict and Negotiation Paper Series, 18. Stanford University, Stanford, CA.

**Robinson, R. J.**, Keltner, D., & Gleicher, C. Assumed differences and hidden similarities: Uncovering common ground to promote agreement between ideological opponents. Stanford Center on Conflict and Negotiation Paper Series, 32. Stanford University, Stanford, CA.

**Robinson, R. J.**, & Mputhing, T. Nothing but the truth: The story of South Africa's Truth and Reconciliation Commission. Boston, MA: Harvard Business School.

**Robinson, R. J.**, & Van Osnabrugge, M. Venture capital's angelic revolution. Boston, MA: Harvard Business School.

**Robinson, R. J.**, & Van Osnabrugge, M. The importance of structure within entrepreneurial firms. Boston, MA: Harvard Business School.

**Robinson, R. J.**, Van Osnabrugge, M., & Coveney, P. F. Forecasting the unknowable: Measuring the deal space in entrepreneurial investments. Boston, MA: Harvard Business School.

**Robinson, R. J.**, & Rachlinski, J. Predicting verdicts: Physiological concomitants to voting guilty or not guilty in a jury simulation. Stanford University, Stanford, CA.

Shapiro, D. L., Houghton, S., Kesner, I., & **Robinson, R. J.** Accounts as informal influence tactics: A conceptual model and propositions. Prepared for the 1994 annual meeting of the Academy of Management, Dallas, TX.

Van Osnabrugge. M., & **Robinson, R. J.** A comparison of business angel and venture capital investment procedures: An agency theory-based analysis. Boston, MA: Harvard Business School. Harvard Business School Working Paper Series #99-130.

Van Osnabrugge. M., & **Robinson, R. J.** Financing entrepreneurship: Business angels and venture capitalists compared. Boston, MA: Harvard Business School. Harvard Business School Working Paper Series #99-132.

**Course Notes**

**Robinson, R. J.** & Wasserman, N. (2000). The Venture Capitalist as Entrepreneur. Harvard Business School. HBS case reference no: 800-237

**Robinson, R. J.** & Wasserman, N. (2000). Venture Capital Negotiations: VC versus Entrepreneur. Harvard Business School. HBS case reference no: 800-170

**Robinson, R. J.** (1996). Errors in Social Judgment: Implications for Negotiation and Conflict Resolution. Part 1: Biased Assimilation of Information. Harvard Business School. HBS case reference no: N2-897-103.

**Robinson, R. J.** (1996). Errors in Social Judgment: Implications for Negotiation and Conflict Resolution. Part 2: Partisan Perceptions. Harvard Business School. HBS case reference no: N2-897-104.

**Robinson, R. J.** (1997). Errors in Social Judgment: Implications for Negotiation and Conflict Resolution. Part 3: The Spiral of Conflict Escalation. Harvard Business School. HBS case reference no: N9-396-361.

## Selected HBS Cases and Course Materials

(Available from Harvard Business School Case Services)

(2000). *Narrative Communications*.

(2000). *Redline Communications*.

(2000). *U.S. Corn*. (Not released for public purchase).

(1999). *Nothing Ventured, Nothing Gained...*

(1999). *Truth or Dare: South Africa's Truth and Reconciliation Commission*. (A Harvard Program on Negotiation (PON) case).

(1997). *Integral Vision.*

(1995). *Great Northern Distributing.*

(1996). *Power to the People.*

(1995). *Welsh Water*.

(1995). *The Sandoglas Negotiation* (draft case only, with Deborah Spar).

(1993). *DAKA International Inc.*