



**COURSE TITLE:** **BUS 4532: Conflict Management**

**DESCRIPTION:** In this course we focus on theoretical and practical analysis of principles and processes for the management of conflict in employment relationships. Provides a framework for understanding and developing skills and techniques for the identification, prevention, and resolution of conflict in workplace relationships; explores the design of effective conflict management systems in the workplace.

**SEMESTER:** **Fall 2017** **FIRST CLASS MEETING:** **Monday, August 28<sup>th</sup>**

**CLASS HOURS:** 6:00-9:15 p.m. (*check CampusPortal for any time or classroom changes*)

**COURSE MATERIAL:**

1. Ury, W. (1993). *Getting Past No: Negotiating with Difficult People*. New York: Bantam Books. (ISBN-13: 978-0553371314)
2. Furlong, G.T. (2005). *The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict*. New York: Wiley (ISBN-13: 978-0470835173)
3. Blue Book examination booklet for midterm exam (*buy from bookstore*)

**INSTRUCTOR:** James Fogal

**E MAIL:** [jfogal@ndnu.edu](mailto:jfogal@ndnu.edu) **PHONE:** 650.508.3735

**OFFICE HOURS:** 30 minutes prior to the start of each class or by prearranged appointment.

**COURSE DELIVERY AND MEETINGS:** This course is being conducted where on specified weeks we will meet in person as a class; and the other weeks where we will not meet in person but where you will be required to submit assignments online. The key takeaway is that whether we are meeting as a class in a given week or not, each week there are assignments and you will need to be engaged. For the schedule of in-class meeting dates versus on-line only weeks, refer to the *Schedule of Activities*.

IN-CLASS are those dates where we physically will meet on campus as a class; this will occur on scheduled Monday(s) from 6:00 pm to 9:15 pm.

ON-LINE weeks are when we will not meet as a class, but rather individually in the on-line classroom where there are assigned activities. Participation in the online classroom represents a significant portion of your grade. To access the on-line classroom go to the website <http://sbmonline.ndnu.edu/> and click on this course title to enroll.

**ACADEMIC HONESTY:** Academic honesty is a cornerstone of our values at NDNU. If any words or ideas used in an assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Consult the NDNU Student Handbook regarding consequences of misrepresenting your work.

**PRIVACY and CONFIDENTIALITY:** One of the highlights of the NDNU academic experience is that students often use real-world examples from their organizations in class discussions and in their written work. However, it is imperative that students not share information that is confidential, privileged, or proprietary in nature.

**LEARNING and OTHER DISABILITIES:** If you have a learning disability or other circumstance that requires accommodations in this class, you must bring it to the attention of Program for Academic Support and Services (PASS) to arrange for possible accommodations (650-508-3670).

**SYLLABUS UPDATES:** Refer to this syllabus for course assignments. You will be notified of any changes made to the syllabus. In all circumstances University policies will be strictly adhered to.



CLASS ATTENDANCE: Your attendance is very important to your studies at the University. Non-attendance or lack of participation in the class will be considered during the grading process.

WRITTEN ASSIGNMENTS: The School of Business and Management requires the use of the American Psychological Association (APA) publication guidelines as a standard for all papers.

LATE HOMEWORK: Assignments are to be completed and submitted by the start of each class meeting. Assignments not turned in on time are considered late. Late assignments will be accepted only for one week after the due date; after which time the assignment will not be accepted. Late assignments scores will incur a reduction of 50% of point value.

PARTICIPATION: Both lecture and classroom activities (both in-class and online) are organized to maximize student involvement in the learning process. You will be evaluated on your comprehension of the material as well as your ability to discuss the relevancy (i.e., research pros and cons) of what was noteworthy in context of this class.

LEARNING OBJECTIVES:

- Identify underlying motivational elements leading to escalation /de-escalation behaviors
- Learn strategies for encouraging constructive conflict
- Diagnose communication frameworks contributing to conflicts within/between organizations
- Demonstrate an ability to negotiate beneficial transactions and to resolve disputes
- Apply techniques of conflict management in common workplace settings
- Distinguish between conflict management and conflict resolution
- Analyze current research for methods and strategies for managing conflict in organizations
- Understand the role of mediation and negotiation in managing conflict

WORKLOAD: In addition to class attendance, you should plan to devote approximately ten hours per week per unit outside of class for readings, assignments, and quiz/exam preparation. The distribution of average weekly hours of instruction/study for this class is estimated at:

Distribution of Average Weekly Hours of Instruction/Study = Total of 13 per week

Classroom:	3
Readings & Research	3
Assignments	5
Test (quiz/exam) Preparation	<u>2</u>
TOTAL WOKLOAD HOURS per SEMESTER	182

**POINT SUMMARY:**

Assignments	Pt Value
<u>Online Participation</u> 10 pts @ 5 OnLine weeks consisting of: 1 Vignette, critiques of peer vignettes, two DQs ...each week	50
Midterm Examination	25
Term Paper: Annotated Bibliography	25
Feedback: peer Term Paper(s)	10
<b>POINT TOTALS</b>	<b>100</b>

**GRADE/POINT CONVERSION:**

	A 100-95	A- 94-90
B+ 89-87	B 86-84	B- 83-80
C+ 79-77	C 76-74	C- 73-70
D+ 69-67	D 66-64	D- 63-60
		F 59 or <

*Description of Assignments and grading rubrics are posted in the online classroom <http://sbmonline.ndnu.edu/>*



**SCHEDULE OF ACTIVITIES:**

Week	InClass On-line	Topics	Assigned Readings	Assignments	Assignments
1	8/28	How and Why People Conflict	(Furlong, 2005, chp 1)	Check In!	Mon, 8/28
2	9/4	Nature of Conflict	(Furlong, 2005, chp 2) (Ury, 1993, p. 15-28)	Vignette I Feedback I DQs: 1 & 2	Mon, 9/4 Fri, 9/8 Fri, 9/8
3	9/11	Conflict: Styles and Tactics	(Furlong, 2005, chp 4)		
4	9/18	Theories of Conflict	(Furlong, 2005, chp 5, 6)		
5	9/25	Techniques for Resolving Conflict	(Furlong, 2005, chp 7, 8, 9)	Vignette II Feedback II DQs: 3 & 4	Mon, 9/25 Fri, 9/29 Fri, 9/29
6	10/2	Consequences of Conflict	(Furlong, 2005, chp 10)	Vignette III Feedback III DQs: 5 & 6	Mon, 10/2 Fri, 10/6 Fri, 10/6
7	10/9	Feedback and Conflict	(Furlong, 2005, chp 11)		
8	10/16	When Resolution Doesn't Work	(Ury, 1993, p. 52-104)	Vignette IV Feedback IV DQs: 7 & 8	Mon, 10/16 Fri, 10/20 Fri, 10/20
9	10/23	-----	-----	<b>Midterm Exam</b>	Mon, 10/23
10	10/30	Resolving Conflict	(Ury, 1993, p. 105-129)	Vignette V Feedback V DQs: 9 & 10	Mon, 10/30 Fri, 11/3 Fri, 11/3
11	11/6	Negotiation	(Ury, 1993, p. 130-156)		
12	11/13	Mediation	-----	<b>Term Paper</b>	Mon, 11/13
13	11/20	Sources of Power in Negotiations	(Ury, 1993, p. 169-171)		
14	11/27	Conflict is good!		<b>Feedback: Term Paper</b> <b>Top FIVE</b> DQs: 11 & 12	Mon, 11/27 Mon, 11/27 Fri, 12/1
15	12/4	All about changing behaviors			