

Fall 2014
TH 10:00 to 11:50 a.m.

CONFLICT MANAGEMENT
MBCM 70500

*The Eugene D. Fanning Center for Business Communication
Mendoza College of Business
University of Notre Dame*

The instructor for the course is Dr. Sandra Collins. Office: 234C Mendoza College of Business. E-mail: scollin1@nd.edu. Business phone: 631-3919. Home phone: 574-232-7376. Mendoza College of Business fax number: 574-631-5255. Office hours: Monday –Thursday, 12:30 to 1:45, and by appointment or drop in.

The Director of the Eugene D. Fanning Center for Business Communication is Prof. James S. O'Rourke. The Center is located in 234 Mendoza College of Business. Telephone: 631-8397. Fax: 631-5255. E-mail: jorourke@nd.edu. The assistant for the Fanning Center is Judy Bradford, room 234 Mendoza, 631-4827.

TEXT

Cloke, Kenneth and Joan Goldsmith, *Resolving Conflicts at Work*, San Francisco: Jossey-Bass, 2011.

Furlong, Gary, *The Conflict Resolution Toolbox*, Mississauga, Ontario: John Wiley & Sons Canada, Ltd., 2005.

Stone, D., B. Patton, and S. Heen. 1999 (or 2010 edition). *Difficult Conversations*. New York: Viking. (Recommended.)

Cases, chapters, and articles posted online.

COURSE OBJECTIVES

Objectives for Conflict Management include the following:

- Give students communication tools for managing conflict and producing sustainable solutions to conflict
- Provide students with methods for analyzing the complex motives of the other party in a conflict

- Encourage the composition of a conflict narrative that considers the long term goals for the relationship between the parties in conflict
- Give students tools to establish boundaries in ways that respect both parties
- Provide tools for mediating employee and work-team conflicts and coaching employees on their conflict management skills

Specifically, at the end of this course, the student will be able to:

- Describe the difference between constructive and destructive conflict
- Analyze conflicts using various frameworks that take into account the numerous factors which contribute to conflict
- Design ways of influencing the elements of conflict systems to manage or resolve conflict
- Describe his or her style of dealing with conflict, most significant challenges to effectiveness when faced with conflict, and ways to improve conflict outcomes
- Use specific communication tools to promote dialogue
- Design a dispute resolution system for an organization
- Plan a simple mediation
- Provide basic conflict coaching
- Discuss the ethical considerations of organizations with respect to conflict

COURSE REQUIREMENTS and GRADE WEIGHTS

Participation in discussions and exercises	15%
Learning Journal	15%
Group Case Project	20%
Exams	<u>50%</u>
	100%

Class Participation in Discussions and Exercises. Attendance and participation in class discussions are an important part of the learning process in this class. The questions and comments of everyone in the class will enhance the learning of everyone else. You should note that while your presence at each session is important, **perfect attendance alone does not earn full participation points.** You must also be prepared for class and actively engage in class discussions. The quality of your contribution to discussions will be evaluated and count toward your participation grade. For example, a quality comment might offer a different, but relevant perspective, move the discussion forward, apply concepts from readings, or respond to a comment from another student. Some case discussions and exercises will require written preparation (for example, completing a planning document).

Learning Journal: For this assignment you will be asked to complete self-assessments, reflection papers, and worksheets posted on Sakai or handed out in class. These worksheets and papers that comprise the Learning Journal are important parts of the course and will contribute to your learning experience. Grading for the Journal will be based on timely completion and thoughtful responses to the assignments.

Group Case Analysis. For this GROUP assignment, you will respond to several questions asking you to analyze a video we will view in class. The video illustrates the role that business can play in important conflicts that have social and environmental dimensions. You will be asked to analyze the conflict as a group and turn in one paper for the group.

Note: All members of the group will customarily receive the same grade for the assignment. In unusual circumstances, your instructor reserves the right to grade individual contributions separately.

Exams. This course has two exams. The exams include multiple choice, true false, short answer questions, and short essay questions. Both reading assignments and lecture material will be covered by the exams.

GRADING PHILOSOPHY

In accordance with a requirement of the Provost, the Mendoza College of Business Department and Program Grade Guidelines mandates a class GPA of between 3.3 and 3.6 for MBA classes.

Your grade for any particular assignment in this course is a reflection of your professor's judgment of the quality of your work. We can only grade on the basis of what you give us, not on what you had sincerely intended to do. Submit your work on time, follow the assignment directions, do your own work, and you'll have little trouble achieving the course objectives.

Once a grade has been assigned and recorded, it will not be changed unless evidence is provided that your professor has made an error. A difference of opinion between you and your professor about the quality of your work is not evidence of error.

FANNING CENTER COURSE POLICIES AND STANDARDS

Deadlines. There are no automatic extensions, make-ups, or incompletes. Late work will be accepted; however, you will be graded down for failing to meet deadlines. If you cannot meet your responsibilities, please let your instructor know *in advance* and she will make every effort to accommodate your needs.

Absence. We regard your presence as especially important. If you cannot be present for class, let your instructor know about it in advance. We have found, over the years, a remarkable correlation: those who attend class faithfully seem to do better in the course.

Incompletes. As a rule, we do not award incompletes. They're genuinely a pain in the neck. You begin the new term with the obligations of the previous semester hanging over your head. Both instructor and student feel harried and unhappy about the situation. In unusual cases, though, such as hospitalization or genuine emergency, an incomplete will be assigned. The student must complete all class assignments within one semester or the Registrar will assign a grade of "F" unless an extension is approved by both the instructor and the Dean, and we notify the Registrar.

Appeals. Your first course of appeal for any grade, assignment requirement, due date, or other course-related decision is your instructor. If you either do not understand or cannot accept your instructor's decision, you may appeal in writing to the course director. Subsequent appeals may be directed to the Director of the Fanning Center. Keep in mind that most administrators will be reluctant to overrule routine, course-related decisions of their faculty.

The Notre Dame Honor Code. Much of the educational process in the Mendoza College of Business involves group discussion and collaborative activities. Neither the College nor the Fanning Center for Business Communication wish to hinder the learning that can and often does take place in that environment. Fairness, however, requires that certain limits be observed in the actual production of assignments.

No student should copy another student's work or represent work done by someone else as if it were his or her own. Evidence of plagiarism is cause for serious disciplinary action by the College. Please, do your own work. We strongly endorse and support the principles and process outlined in the *University of Notre Dame Graduate Business Honor Code*. Please read that document and use its precepts as a guide.

Schedule of Classes

(Any changes to the syllabus will be announced in class and posted online.)

August 26 Tuesday	<p>Introduction to the Course Defining Conflict Course Goals</p> <p>Readings:</p> <p>No readings for the first class.</p>
August 28 Thursday	<p>Personal Improvement Goal</p> <p>Readings:</p> <p>Cloke and Goldsmith, Foreward and Introduction (Before class.) <i>Real Reason</i> article on Sakai (before class) <i>Toolbox</i>, Chapter 1</p> <p>After this class: Make sure your ITC and BA test worksheets are complete.</p>
September 2 Tuesday	<p>Personality and Conflict</p> <p>Readings:</p> <p>Conflict Reading 1 on Sakai Cloke and Goldsmith, Chapter 1 <i>Toolbox</i>, Chapter 10 (Social Styles)</p> <p>After this class: Complete your two MBTI observations.</p>
September 4 Thursday	<p>Intrapersonal Conflict</p> <p>Readings:</p> <p>Introduction to Type, pages 9-10 and 30-42 <i>Better Leader</i> article on Sakai (before class)</p> <p>After this class: Make sure your values/vision worksheets are complete. Complete your stakeholder engagement worksheets.</p>

<p>September 9 Tuesday</p>	<p>Interpersonal Conflict</p> <p>Readings:</p> <p><i>Difficult Conversations</i> book summary on Sakai Cloke and Goldsmith, Chapters 2 and 3</p>
<p>September 11 Thursday</p>	<p>Interpersonal Conflict</p> <p>Discussion Case:</p> <p><i>How Do You Manage an Offsite Team?</i> on Sakai (This case is followed by expert commentary. Reading the commentary is optional.)</p> <p>Reading:</p> <p>Cloke and Goldsmith, Chapters 4 and 5 <i>Toolbox</i>, Chapter 8 (Dynamics of Trust)</p> <p>After this class: Complete your difficult conversations preparation worksheets and write up your review of the conversation.</p>
<p>September 16 Tuesday</p>	<p>Team Conflict</p> <p>Readings:</p> <p>Cloke and Goldsmith, Chapters 6 and 7 <i>Toolbox</i>, Chapter 6 (Boundary Model)</p> <p>After this class: Make sure your sample charter is complete.</p>
<p>September 18 Thursday</p>	<p>Exam 1</p> <p>Introduction to Conflict Coaching</p> <p>After this class: Prepare to act as a coach during the next class meeting.</p>

<p>September 23 Tuesday</p>	<p>Conflict Coaching</p> <p>Readings:</p> <p>Cloke and Goldsmith, Chapters 8 and 9 Handout</p> <p>After this class: Write up your evaluation for your coaching session. Be prepared to share your feedback with your coach.</p>
<p>September 25 Thursday</p>	<p>Mediation</p> <p>Readings:</p> <p><i>Mediation</i> article on Sakai <i>Five Ways to Keep Disputes Out of Court</i> on Concourse Cloke and Goldsmith, Chapter 10</p> <p>After this class: Complete the mediation exercise and feedback sheets.</p>
<p>September 30 Tuesday</p>	<p>Intergroup Conflict</p> <p>Discussion Case:</p> <p><i>Bullseye</i> on Concourse</p> <p>Readings:</p> <p><i>Social Identity</i> on Sakai</p>
<p>October 2 Thursday</p>	<p>Exam 2</p>
<p>October 7 Tuesday</p>	<p>Video for Case Analysis</p> <p>Readings:</p> <p><i>Toolbox</i>, Chapter 7</p>
<p>October 10 Friday</p>	<p>Due: Group Case Analysis</p>

