GBUS 873 NEGOTIATION AND CONFLICT RESOLUTION IN ORGANIZATIONS
FALL 2018

INSTRUCTOR DETAILS:
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Office Location: Sessional
Office Hours: By appointment

CLASS DETAILS:
Class Times: 8:30-16:30
Class Dates: September 14, 15, 28, 29, 30
Class Location: ED 619

COURSE DESCRIPTION

GBUS 873 will further develop students’ understanding of the nature of conflict in a range of organizations (both formal and informal).

Students will practice formal and informal conflict management skills through group activities and individual assignments. Students will develop skills in fostering constructive responses to conflict; analyzing patterns of conflict; participating in negotiation, arbitration and mediation; and developing appropriate processes and systems of conflict management.

LEARNING OBJECTIVES / OUTCOMES

Students will:

- Improve their understanding and identification of their own personal challenges and approaches to conflict, generally;
- Enhance their understanding of organization dynamics and the theory and nature of conflict in organizations;
- Learn how to identify different types of conflict in organizations;
- Learn to apply appropriate intervention strategies to respond to specific circumstances;
- Gain greater appreciation for the ethical challenges in conflict management;
- Acquire additional practical skills such as negotiation/mediation preparation, managing people in challenging circumstances, forging agreements, and debriefing.

Students should have previous education and experience in organization dynamics and human resource management. An ability and willingness to engage in constructive self-reflection is a requirement.
COURSE EXPECTATIONS

This course will be held over five full days, including two weekends. The intensive and immersive style of this course offers a unique educational opportunity, necessitating the student’s full attention and commitment during course times.

This course will entail a combination of lectures, seminar discussions, negotiating/mediating practice, videos and guest speakers. As a result, regular attendance in class and active participation in classroom activities are required. **Students are expected to prepare in advance for class. It is assumed that all registered students are willing and able to participate in class discussions and activities.**

**Students are expected to review the expected reading list, be familiar with the required readings for each day, and complete readings and assignments on the dates as outlined.** It is expected that students will prepare appropriately for every class.

Due to the unique format of this highly participatory, condensed course, students are expected to be in attendance for the entire five days, except in highly exceptional circumstances. If you become aware of such an exceptional circumstance, please provide the instructor with prior written notification at your earliest convenience. Students will not receive credit for activities that are missed. Students should expect that absences will be prejudicial to the student’s final grade.

COURSE MATERIALS

**Required books:**

Charles Ewert et al., *Choices in Approaching Conflict: Understanding the Practice of Alternative Dispute Resolution* (Toronto: Emond, 2010).

**Student accounts will also be charged for a small number of cases ordered for the course.**

**Required readings:**

Additional readings will be posted on the course website. These readings will be taken from the following books, among others. Purchasing these additional books is not required for the course, but you may find them useful for your own educational and professional development.


COURSE ASSESSMENT SUMMARY
Conflict management exercises - 50% (individual assignments and group exercises)
Group Presentation - 20%
Final assignment - 30%

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem

DESCRIPTION OF ASSESSMENT

Due to the format and content of the course, all students are expected to participate in exercises and class discussions. Students will be evaluated on the quality of their contribution during discussions, and should keep in mind the following parameters for quality contributions:

- Relevance and uniqueness of perspective;
- Progressive rather than repetitive;
- Evidence-based when possible;
- Respectful and inclusive.

Students will be graded on the quality of their participation in exercises, with consideration given to the following:

- Demonstration of ability to work within a team environment, including respectful and collaborative behaviors;
- Full, relevant preparation for all exercises, in advance of class time where applicable;
- Compliance with specific guidelines and rules of engagement for specific exercises;
- Measured analysis, risk-taking and creativity in the management of conflict;
- A demonstrated attitude of continuous personal improvement.

Students will also be graded on the quality of their individual work, with consideration given to the following:

- Demonstrated ability to clearly communicate both simple and complex ideas;
- Creativity and originality of ideas;
- Self-reflection and analytical ability;
- Comprehension and application of the concepts taught in class;

Writing style and grammar is a key component of communicating ideas clearly, and as a writer in this class you will be graded on:

- Formatting and paragraph structure;
- Accuracy in spelling, grammar, word choice, and syntax;
- Clear communication of ideas;
- Effective use of plain language communication style;
- Choice of active rather than passive tense.
When writing, be careful to **edit early and edit often**. Manual editing is expected. Do not rely solely on spell check.

It is a good idea to ask yourself a few questions before putting pen to paper. Writing is not unlike a landscaping or renovation project. The more preparation you undertake prior to writing, the better the results. Be sure to ask yourself the following questions:

- To whom am I writing? Who is my audience?
- What is my goal and what are the parameters for accomplishing my goal?
- What is my idea? Do I understand my idea well enough to explain it? Do I need to take more time for reflection or further study before writing?
- How can I express my idea clearly and without unnecessary complication?

Final Assignment Format and Submission: Typed, double-spaced, 12-point Times New Roman font, and 1-inch borders. Papers that do not meet these requirements will not be graded. All out of class assignments must be submitted via hard copy to the instructor at the beginning of the class period on the day the assignment is due.

**ACADEMIC REGULATIONS**

Due to the course format, late assignments will not be accepted except in exceptional circumstances. In those circumstances and with the instructor’s prior consent, the student will be deducted 10% per day after the submission date. For the final assignment, all extensions will be considered a request for a deferred exam and will have to be signed by the instructor and final approval comes from the Faculty of Graduate Studies and Research.

Extensions or requests for changes by students to due dates for final exams and assignments will require the student to complete a formal request for deferral. The student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc). The decision is sent by mail to the student and it is the student’s responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student’s responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website at: [https://www.uregina.ca/gradstudies/forms.html](https://www.uregina.ca/gradstudies/forms.html)

**STUDENT RESOURCES**

**Accessibility Services**

If there is any learner who, because of a disability or other consideration, may have a need for accommodation(s), please contact the Centre for Student Accessibility before or at the start of the course [https://www.uregina.ca/student/accessibility/](https://www.uregina.ca/student/accessibility/). The Centre will advise how you proceed and the required communication with your instructor.
Counseling Services
If any learner is experiencing personal problems which may be affecting their studies, please consider consulting UofR Consulting Services. For more information check here https://www.uregina.ca/student/counselling/services/index.html

Writing Assistance
The Student Success Centre (www.uregina.ca/ssc) offers both on-line resources and in- person tutoring on writing skills.

CLASS SCHEDULE

September 14  Introduction

- Theories of Conflict
- Challenging Assumptions about Conflict
- Video: Starting with Yourself and Conflict Styles
- Small Group Discussion of Conflict Style
- Frame of Reference Game
- Managing Conflict Escalation

Assignment of Small Groups and Topics for Presentations – due Sept 29 (20%)

Assigned Readings (to be read prior to class) – Choices in Approaching Conflict (Chapters 1-3 (inclusive), Chapter 9, Chapter 11); Getting to Yes with Yourself (Chapter 5: Respect Them Even If). Check URCourses for additional readings.

Individual Assignment (take-away) – Self-Reflection and Assessment of Conflict Style and Areas of Growth (5%)

Individual Assignment (take-away) – Begin Journaling Assignment (10%)

Optional Assignment – prepare arbitration argument

September 15  Conflict Management Processes

- Introduction to Negotiation, Arbitration, Mediation, Litigation
- Role Play – Negotiation Case – Three Parts: 1) In-Class Preparation of Individual Case Plan (to be submitted after class for 5%); (2) Role Play; (3) Self-Assessment (to be submitted after class for 5%)
• Discussion to Follow

• The Managers’ Responsibilities in Negotiation, Arbitration, Mediation, and Litigation – tools for improving documentation

• Arbitration Case – Two Parts: 1) Observation of argument; (2) Preparation of Arbitration Decision (to be completed in point form and to be submitted on September 28 for 5%)

• Discussion to Follow

**Assigned Readings (to be read prior to class) – Choices in Approaching Conflict (pages 30-76); Please also print off the rubrics for your case plans and self-assessments before class. Check URCourses for additional readings.**

**Individual Assignment (take-away) – Complete Arbitration Decision (point form) and Preparation of Case Plan for Next Class (5%)**

**September 28**

Deeper Dive into Conflict Management

• Microskills (including gender and culture)

• Role Play – Mediation Case – Three Parts: 1) In-Class Preparation of Individual Case Plan (to be submitted after class for 5%); (2) Role Play; (3) Self-Assessment (to be submitted after class for 5%)

• Discussion to Follow

• Video: What Every Body is Saying

• Large Group Mediations (x2) – Two Parts: 1) In-Class Preparation of Individual Case Plan; (2) Role Play; (3) Drafting an Agreement (Participation mark of 5%)

• Elements of an Agreement

• Guest Speaker

**Assigned Readings (to be read prior to class) – Choices in Approaching Conflict (pages 77-132); Check URCourses for additional readings.**

**Assignment: Completion of Group Presentations for September 29**

**September 29**

Specific Topics in Conflict: Tribunals, Boards, and Commissions in Saskatchewan, Freedom of Information, Restorative Justice
• Review of Various Conflict Management Bodies in Saskatchewan
• Large Group Discussion: Choosing Your Own Adventure
• Understanding Mandate
• Small Group Exercise: Current Events
• Guest Speaker
• Small Group Presentations – 20% of grade

**September 30**

Conflict Around the Margins?

• Conflict, Wellness, Safety, and Mental Health
• Ethics of Conflict Management
• Larger group exercise - Case studies on ethical considerations in mediation practice
• After the Agreement – Trust and Debrief
• Individual Practice Exercise: The Follow Through OR Last Negotiation (to be handed in after class 5%).

*Hand in Journaling Exercise (10%)*

*Details on Final Assignment Will be Concluded – 30% of grade – due Friday October 12th*

This schedule is subject to change with reasonable notice given.