

# Conflict Resolution Management

PA 748

Fall 2016

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Class meetings: Saturday 9:00 am-5:00pm

August 27 and September 3, 2016

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## Objectives

All organizations whether small or large, public or private, deal with issues of organizational culture, personality conflict, and scarce resources. Inevitably conflict arises. This course will examine management style, causes of conflict, core concepts of negotiation, methodology and best practices for managing conflict.

By the end of this course, you should be knowledgeable about:

- I The most common source of conflict faced by managers in the public and private sectors.
- I The financial and nonfinancial benefits of being a proactive conflict manager.
- I How to identify and proactively manage those who do not work well in teams.

All of the requirements and assignments in this course are designed to give you an opportunity to practice skills required of public and nonprofit managers. These include analytical and informed discussion of various concepts; developing and presenting policy papers and proposals; conducting field research; and working in teams. There will be no written exam, since public managers are not normally required to take exams. However, they are expected to come to meetings prepared to discuss any documents identified before the meeting. This includes demonstrating a knowledge of key terms and concepts and actively participating in class and small group discussions and exercises.

Required Text: Raines, Susan S. *Conflict Management For Managers. Resolving Workplace. Client, and Policy Disputes* 1st edition. Josey-Bass copyright 2013

**Assignments:**

**Class participation and exercises (15% of final grade):** You are expected to demonstrate your knowledge through participation in class and small group discussions and exercises. There are only two sessions so you must attend both in order to receive a passing grade.

**Personal Assessment Activity: (25% of final grade).** You will need to complete a personal assessment on personality types and what you find challenging. You must also be prepared to discuss the following in class: Think about a current or previous problem or conflict in your work environment. Which of the five conflict styles best describes your approach to that conflict? What style best describes the styles used by others in the conflict? Was the conflict or problem successfully resolved? Why or why not? This in-class assignment will be conducted on August 27.

**Paper: (25% of final grade):** This assignment requires you to write a short one page paper responding to the following scenario: It is time to negotiate the renewal of the union contract. The union leadership has asked for an increase of \$2.00 per hour of wages and three more days' vacation for each employee. Company leadership is arguing against any changes to the current contract in order to maintain competitiveness. The company has a hard-nosed position bargainer. You represent the union and seek to engage in an interest-based negotiation. What techniques would you use to get the other side to engage in interest-based negotiations? What are the positions, interests, and best alternative to a negotiated agreement (*BATNA*) of each side? This assignment is due September 3.

**Negotiation Exercise: (10% of final grade).** You will be required to meet and negotiate a contract given the scenario provided. This is an in-class exercise to be conducted on September 3.

**Assessment Screening Questions: (25% of final grade).** You will review the scenario "Goodbye to Happy Hour" and will determine for your agency whether or not ADR is appropriate. You will need to answer questions found on pages 363-364 titled "Assessment Screening Questions for Process Sponsor". You will need to discuss your in-class assignment on September 3.

***Students are expected to attend all classes, be on time for class and stay for the entire length of class unless cleared with the professor in advance due to professional or other responsibilities elsewhere. Assignments are expected to be completed and to be turned in on time.***

**Class Schedule and Due Dates**

<p>August 27</p>	<p>Introduction                      Primary concepts and practices of conflict management.                      Best practices for productive teams</p>	<p>Raines: 1-6                      Personal Assessment Activity is due</p>
<p>September 3</p>	<p>Best practices for creating customer service.                      Negotiations. Methods for sustaining collaborative relationships</p>	<p>Raines: 7-12                      Review negotiation material                      Paper is due. Assessment Screening Questions are due.</p>

**Note on Plagiarism**

Whenever words are taken directly from another author without quotation marks and direct attribution to the author, it constitutes plagiarism which is a serious and punishable offense at this university. Please ensure that your papers are written in your own words, that ideas and facts taken from others are clearly attributed to them, and that anything taken *verbatim from* another source is enclosed in quotation marks. Citations can take the form of footnotes or in-text references, but there should be a full bibliographic reference somewhere in the document. In the case of a direct quotation, the citation should include the page number where the quote was found as well. Direct quotes from another author should be used sparingly, and only when the point you are making is stated best by using someone else's words.