



BUSI 3106A: Managing Conflict and Negotiation

FALL 2025

Instructor	Nailah Ayub
Email Address	Nailah.ayub@carleton.ca
Class Times	Mondays @ 8:35am – 11:25am
Modality	In-Person
Office Hours	By Appointment; Online; Email

Pre-Requisites & Preclusions:

Prerequisites: BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801 (with a grade of C- or higher in each)

Preclusions: N/A

Course Description/Instructor's Statement

Carleton Calendar Description (Find at <https://calendar.carleton.ca/undergrad/courses/BUSI/>)
 Analysis of the sources and form of conflict and effective approaches to managing conflict.
 Exploration of the effectiveness of various strategies of negotiations.

Instructor's Description:

Successful practitioners possess and apply a blend of perceptual, persuasive, analytical, and interpersonal skills. This course gives students a theoretical and practical overview of conflict and negotiation in human relationships and human systems- especially groups and organizations. The concept of power is explored since the use of power is central in both the development of, and the resolution of conflict, and the effective participation in negotiation. The course focuses on the development of analytical tools that serve to identify the different elements leading to, maintaining or escalating conflicts within various contexts, and the approaches that may serve to help students successfully intervene in conflict. Students will learn the etymology of conflict, how to address conflicts, and how to manage conflict and negotiate in the workplace and business-related contexts.

Course Learning Objectives:

The students are expected to achieve the following outcomes by the end of this course.

1. Understand various theoretical perspectives of, and models related to conflict, power and conflict, conflict interaction, and conflict resolution.
2. Identify conflict triggers and recognize behaviors and emotions during conflict interaction.
3. Manage or superintend the processes of negotiation- Learn the essentials of negotiation and approaches to negotiation.
4. Practice the tools necessary to handle transactions involving negotiation, conflict resolution, and relationship management.

Required/Optional Materials & Prices

The following books are recommended:

Working Through Conflicts: Strategies for Relationships, Groups, and Organizations, 9th Edition

- J. P. Folger; M. S. Poole; R. K. Stutman
- ~ **approx. \$219.95**
- ISBN-13 : 978-0367461478

Getting to Yes: Negotiating Agreement Without Giving In

- R. Fisher; W. Ury; B. Patton
- ~ **approx. \$16.51**
- ISBN-13 : 978-0143118756

Additional Readings: As provided by Instructor

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

Grading Scheme

Group Case Studies (4 – Each 5%)	20%
Group Conflict Assignment	20%
Group Negotiation Assignment	20%
Peer Evaluation (2 – Each 2%)	4%
Individual/Group Quizzes (4 – 4% + 7% + 10% + 15%)	36%
TOTAL	100%

Important Dates to Note

Quiz 1	September 22 nd
Quiz 2	October 6 th
Conflict Assignment & Peer Evaluation	October 27 th
Quiz 3	November 3 rd
Quiz 4	December 1 st
Negotiation Assignment & Peer Evaluation	December 5 th

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

All assignments must be submitted through Brightspace. All submissions must follow the APA format- They should be typed and double-spaced and include title page, table of contents, formal introduction and conclusion, with appropriate references and a bibliography.

An outline of APA format is available with the university library. Correct grammar and punctuation, spelling, clarity, and organization will be considered while evaluating the assignments and will impact the final marking.

Emailed assignments will not be accepted unless specifically approved by the instructor. Additional details on assignments will be available on Brightspace as needed.

For the group assignments, students will work in groups of 4-5. Group forming will be discussed in the first class. The two major assignments will be completed with the same group unless discussed with the instructor. The groups may be different for case studies.

1. Case Studies (20%)

Instructions will be provided in class and the task must be completed and submitted within the specified time in order to receive grades on these activities. The case activities must be completed in groups. Students will be encouraged to join a different group for each of these tasks. The work must be submitted by the end of the following day it is scheduled for, that is, by Tuesday midnight.

2 & 3. Conflict and Negotiation assignments (20+20%)

There will be two major group assignments. Details for the assignments will be made available on Brightspace.

Note: Every assignment submitted should use academic material drawn from textbooks, readings, and journal articles.

One member of a group will submit one completed report on behalf of the group. Every report should be formatted with a cover page including course info, assigned group number, all group members' names and student numbers. Starting from the second page, there should be answer to each question in the given order.

When working in groups, every member should contribute and communicate with each other. It is a good idea to distribute tasks in the beginning and set a time frame with deadlines. A group work should, however, reflect collaboration and does not mean putting together pieces completed by individual members. All members should read and comment on each other's work towards a complete final group assignment. If a group is experiencing trouble with a member, it is the group's responsibility to bring it to instructor's notice before the due date of case report.

Peer Evaluations (4%):

Each team member will be required to evaluate the contributions of their team members in relation to the overall performance and functioning of the group for every group assignment. These evaluations will be completed individually and in confidentiality. Although in most cases individual group members will receive the same final grade, the instructor reserves the right to adjust individual grades downward if it is determined that certain individuals' contributions to the project were inadequate. Low scores by peers will certainly result in marks deducted for a given group member.

- Students must NOT inquire their group members about peer evaluations.

4 & 5. Quizzes (36%)

There will be 4 online fixed time in-class quizzes throughout the semester. See schedule below for dates. The quizzes are to be completed individually or in groups as per instructions. Information about each quiz will be made available on Brightspace.

Class Participation

Effective participation implies active and continuous contribution to class proceedings on the part of students in the form of raising or answering questions, commenting on issues raised by the instructor or other students, or bringing to the attention of the class relevant items of interest from the media or personal experiences. You are expected to read the weekly readings in advance and contribute to the discussions.

Late Assignments

Assignments submitted past the due date will receive a penalty of 10% per day. Assignments that are not submitted within 5 days past the due date will receive a grade of 0. Exceptions to this include verifiable illness and emergencies, only when communicated directly to the instructor within three (3) business day following the due date.

Deferred Examinations/Assignments:

There is no final exam. There will be scheduled quizzes. There will be no bonus or makeups. The students must inform the instructor with a valid reason to discuss another time in case of absence at the scheduled time.

Instructor's Notes

1. It is strongly recommended that you read the assigned material, as provided or generally about topic of a given week, before coming to class. Come prepared with

openness to participate in discussion as well as activities.

2. Check Brightspace on a regular basis. It is your responsibility to access this site for any course updates / announcements.

3. Arrive at class on time. Be respectful. Turn off all cell phones and personal entertainment and communication devices. Laptops should only be used for class-related purposes.

4. Do not disturb the class by talking to each other and instead talk to the class.

5. Deadlines are strict unless negotiated and edited with the instructor.

6. In case of absence with a reason, the reason should be provided within 2 days of a missed assessment in order to be considered for a make-up.

7. If you have concerns regarding assessment marking, you may write to the instructor specifying your concerns. Please note that "I disagree with your marks" or "I have worked hard so I deserve more marks" are not legitimate reasons. You may identify errors in marking by referring to academic material. This should be done within 5 days of the marks being posted. It should be noted, however, that in case of remarking, the marker may have reasons either to add or subtract marks.

8. When emailing the instructor, use the university account, identify the course number and section, use proper greetings, and write professionally signing the message with your full name and student number.

9. Presentation material shared by the instructor may be used for your own learning and may not be shared with anyone.

Course Schedule

W#	DATE	TOPIC	ASSIGNMENTS/ READINGS
W1	Sept 8	Course introduction and overview; What is Conflict?	Discuss the course outline; Group Forming Definition of Conflict & Negotiation
W2	Sept 15	Communication and Conflict	Topic 1
W3	Sept 22	Emotion and Conflict: The inner experience of conflict	Topic 2 Quiz 1 (T 1)
W4	Sept 29	Conflict Interaction	Topic 3 Case 1
W5	Oct 6	Conflict styles & Strategies	Topic 4 Quiz 2 (Topic 2 & 3)
W6	Oct 13	Statutory Holiday	
W7	Oct 20	Fall Break (Oct 20-24)	
W8	Oct 27	Power: the architecture of conflict	Topic 5 * Conflict assignment due * Peer Evaluation
W9	Nov 3	Managing conflict The Problem (Getting to Yes- Part I)	Topic 6 Quiz 3 (T 4, 5, 6)
W10	Nov 10	The Method; Yes, But...	Topic 7: Getting to Yes- Part II & III Case 2
W11	Nov 17	Negotiation Skills and Strategies	Topic 8: GTY & additional readings Case 3
W12	Nov 24	Third party intervention	Topic 9 Case 4
W13	Dec 1	Working through conflict	Topic 10: GTY- Part V & additional readings Quiz 4 (T 7, 8, 9, 10)
W14	Dec 5	Review	*Catch up if any * Negotiation assignment due * Peer Evaluation

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught but Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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