



BUSI3106A: Managing Conflict and Negotiation

FALL 2026

Instructor:	Nailah Ayub
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Office Hours:	By appointment; Online; Email
Modality:	In-person
Class Times:	Fridays @ 8:35 - 11:25am

Pre-Requisites & Preclusions

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

Course Description/Instructor's Statement

(from [2026/2027 University Calendar Undergrad Courses](#))

Analysis of the sources and forms 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.

Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is **September 30, 2026**. The last day of academic withdrawal from full winter courses is **November 15, 2026**.

Course Learning Objectives: The students are expected to achieve the following outcomes by the end of this course

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

Reading(s)/Textbook(s)/ Materials

Required Textbook:

Folger, J.P., Poole, M.S., Stutman, R.K. (2024). *Working Through Conflict: Strategies for relationships, groups, and organizations* (10th ed). New York, NY: Routledge Taylor and Francis Group. ISBN 9781032489186

Hardback: \$204.00, Paperback: \$132.00, eBook: \$123.75

Recommended reading:

Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in*. Penguin.

Additional readings: As provided by the instructor

Textbook (s) available at the Campus Store in Nideyinàn or order online for pick up: <https://carletonshop.ca/Course/term>

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

Policies & Accommodations

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

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



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Grading Scheme

1. Group Case Studies (4) each 5%	(5+5+5+5) = 20%
2. Group Conflict Assignment	15%
3. Group Negotiation Assignment	15%
4. Group Presentation	10
5. Indiv Quizzes (4)	(4+6+10+20) = 40%
Total	100%

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, and with appropriate references.

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.

1. Case Studies (20%)

Instructions will be provided in class, and the task must be completed and submitted within the specified time to receive grades on these activities. Students are expected to be present and participate in their group activities in person. The case activities must be completed in groups. **Individual submissions will not be accepted.** One member of each group will submit one completed case response on behalf of the group.

For case studies, **students will be assigned to groups by the instructor.** Students are expected to inform of their absence ahead of the class so that the instructor can adjust groups for those participating in a given case activity.

There will be 5 cases offered and students are required to participate in 4 cases for 20% of their grade (5% for each case).

2 & 3. Conflict and Negotiation assignments (15+15%)

There will be two group assignments. Details for the assignments will be made available on Brightspace. Students can choose their own groups for these assignments no later than the second class, that is, September 18. All groups must be finalized by the second Friday.

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

One member of each 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 answers to each question in the given order. The report is complete once all requirements are taken care of and references are included.

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 well before the due date of case report.

4. Presentation (10%)

Students will be allowed to make their own groups for presentations. Each group will have 20 minutes. Topics will be assigned by the instructor. Presentations are scheduled on the given dates and individual requests for changes will not be available. A group must present their topic with or without all their members. Presentation will be graded for its content (group) and presentation delivery (individual). Presentation material (e.g., slides) must be submitted before the day of the presentations. While the presentations are scheduled for November 20 and 27, all groups must submit their presentation slides no later than November 18. **A group will not be allowed to present if they fail to submit their slides by November 18.** Students who are not presenting are expected to attend as informed audience and participate with active listening, questions and comments and receive up to additional 2%.

5. Quizzes (40%)

There will be 4 online fixed time in-class quizzes throughout the semester, unless an exception is discussed in the class regarding a quiz. See schedule below for dates. The quizzes are to be completed individually. Information about each quiz will be made available on Brightspace. **You will need to bring your own device to attempt the quizzes.**

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 familiarize yourself with the scheduled topic 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. Case responses must be submitted within the time allowed. Any case submissions past the time will not be accepted.

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 to class on time. Be respectful. Turn off all cell phones and personal entertainment and communication devices. You will be asked to put away the phone. 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 reasonably 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 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 or make no changes.
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 11	Course introduction and overview; What is Conflict?	Discuss the course outline and assessments Definition of Conflict & Negotiation
W2	Sept 18	Communication and Conflict	Topic 1 Case 1
W3	Sept 25	Emotion and Conflict: The inner experience of conflict	Topic 2 Quiz 1 (T 1)
W4	Oct 2	Conflict Interaction	Topic 3 Case 2
W5	Oct 9	Conflict styles & Strategies	Topic 4 Quiz 2 (Topic 2 & 3)
W6	Oct 16	Power: the architecture of conflict	Topic 5 Case 3
W7	Oct 23	Managing conflict The Problem (Getting to Yes- Part I)	Topic 6 * Conflict assignment due Case 4
W8	Oct 30	Fall Break (Oct 26-30)	
W9	Nov 6	Negotiation Skills and Strategies	Topic 7: Getting to Yes Quiz 3 (T 4, 5, 6)
W10	Nov 13	Third party intervention	Topic 8 Case 5 (makeup option)
W11	Nov 20	Presentations	ALL presentations to be submitted by Nov 18
W12	Nov 27	Presentations	* Negotiation assignment due
W13	Dec 4	Final Quiz	Quiz 4 (all topics)
W14	Dec 11	Monday Schedule	

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes and academic integrity violation.

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).

Recommended Calculator for Examinations

If you are purchasing a calculator, we recommend anyone 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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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/>
