



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3106A
FALL 2020
MANAGING CONFLICT AND NEGOTIATION**

Instructor: Jonathan Elston, B.C.L./LL.B., MSc., Mediator
Office: Online
Office Hours: Upon request
Email: Jonathan.Elston@carleton.ca
Phone Number: Jonathan.Elston@carleton.ca on Zoom or phone by request

TA:
Office Hours:
Email:

Modality: *Online (3 hrs. per week synchronous)

Pre-requisites & precluded Courses: BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801 with a grade of C- or higher.

Course Description: Analysis of the sources and forms of conflict and effective approaches to managing conflict. Exploration of the effectiveness of various strategies of negotiations.

Course Goals:

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. Particular attention is given to helping students learn how to address conflicts and negotiate in the workplace, professional, labour and business-related contexts.

Learning Outcomes:

1. Provide the opportunity to increase self-awareness of conflict triggers, behaviours during conflict interaction, approaches to negotiation, and conflict management styles.
2. Provide an understanding of various theoretical perspectives of, and models related to conflict, power, conflict interaction, conflict resolution and negotiation to provide the basis for learning how to negotiate and intervene effectively in conflict.
3. Provide the opportunity to learn how to successfully negotiate and intervene in conflict within various different human systems and contexts through hands-on experience.

Textbook(s) and Required Materials:

Folger, J.P., Poole, M.S., Stutman, R.K. (2018) 8th Ed. Working Through Conflict: Strategies for relationships, groups, and organizations. New York, NY: Taylor and Francis Group. (“Textbook”)

Fisher, R, Ury, W.L., Patton, B. (2011) 3rd Ed. Getting to Yes: Negotiating Agreement Without Giving In. New York, NY: Penguin Books. (“GTY”)

Thomas-Kilmann Inventory (conflict mode instrument). Instructions will follow on how to purchase it online or in hard copy. **Please do NOT complete this self-assessment outside of class.** We will fill out and score it together. (“TKI”)

Harvard Negotiation Role-plays. Students will be required to purchase negotiation role-plays as part of the course curriculum. Instructions will be provided on how to purchase access to these. These will be delivered by the professor to each student based on the assigned role.

Technological requirements:

Students are required to have a webcam connected to a computer (not using a mobile phone), microphone (or computer-based microphone) and internet connection. Students are required to sign up for a Zoom account, and to provide the email address they used to

sign up for this account to the professor during first week. If this address is changed, the student must inform the professor ASAP.

Note : given the course goals and subject matter related to self-awareness in conflict and building negotiation and conflict resolution skills, students must attend sessions synchronously in order to benefit from the opportunity to learn through interacting with peers and the professor. Marks will be deducted if students are unable to participate in negotiation assignments during class.

Course Requirements & Methods of Evaluation (Evaluation Tool, Details, Due Date, Percentage):

1. Negotiation Assignment 1	Details to be provided	October 6, 2020	5%
2. Mid-term Examination	Multiple Choice	October 20, 2020	25%
3. Conflict Assignment	Details to be provided	November 17, 2020	25%
4. Negotiation Assignment 2	Details to be provided	December 1, 2020	10%
5. Final Examination	Multiple Choice	N/A (Exam period)	25%
6. Class participation	Engagement in course	Each class	10%

Course Schedule:

Class and Date:	Topic(s):	Required Readings (prior to class):	Assignment
Class 1: September 15, 2020	Communications and Conflict	Chapter 1 of textbook	Complete a short survey (link to be provided in class).
Class 2: September 22, 2020	The Inner Experience of Conflict	Chapter 2 of textbook	
Class 3: September 29, 2020	Conflict Interaction	Chapter 3 of textbook	
Class 4: October 6, 2020	Negotiation	GTU p. 3-15 (Don't Bargain over Positions) GTU p. 19-35 (Separate the People from the Problem) GTU p. 42-57 (Focus	Negotiation Assignment (5%). Details will be presented in a separate document that will be reviewed in class and uploaded on CU

		on Interests, not Positions)	Learn.
Class 5: October 13, 2020	Conflict Styles and Strategic Conflict Interaction	Chapter 4 of textbook	TKI to be completed during class.
Class 6: October 20, 2020	MID-TERM EXAM	Review previous chapters from text and GTY.	MID-TERM EXAM (25%)
FALL BREAK: October 27, 2020	NO CLASS		
Class 7: November 3, 2020	Power in Conflict and Negotiation	Chapter 5 of Textbook GTY Ch. 6: p. 99-108. (What if they are more powerful?) GTY Ch. 7: p. 109-118 (What if they won't play?)	
Class 8: November 10, 2020	Face Saving	Chapter 6 of Textbook	
Class 9: November 17, 2020	Climate and Conflict Interaction	Chapter 7 of Textbook	Conflict Assignment (25%) Details will be presented in a separate document that will be reviewed in class and uploaded on CU Learn.
Class 10: November 24, 2020	Managing Conflict	Chapter 8 of Textbook	
Class 11: December 1, 2020	Negotiation Part 2	GTY Ch. 4: p. 58-81 (Options for Mutual Gain) GTY Ch. 5: p. 82-95	Negotiation Assignment (10%). Details will be presented in a separate document

		(Insist on Using Objective Criteria)	that will be reviewed in class and uploaded on CU Learn.
Class 12 December 8, 2020 Last class	Third Party Intervention	Chapter 9 of Textbook: GTY What if they Use Dirty Tricks? (Ch. 8: p. 131-145)	
During final exam period.	FINAL EXAM	Review course materials since mid-term exam.	FINAL EXAM (25%)

Course Requirements

Papers are due on the dates specified; no extensions or re-writes will be granted. All assignments will receive a letter grade only. Late submission of assignments will result in the lowering of the evaluation mark on that assignment by 1/3 of a letter grade for each late day, including weekends. Five (5) calendar days past the due date, an assignment will be considered an automatic failure. In order to receive a final grade for this course, all assignments must be completed, handed in and graded.

All papers must be typed and double-spaced and must include title page, table of contents, formal introduction, formal conclusion, appropriate references and a bibliography, according to the APA format. An outline of this referencing format is available from the university library. Correct grammar and punctuation, spelling, clarity, and organization contribute to the overall substance and evaluation of the paper and therefore, will have an impact on the final mark. Students need to keep a copy of all work submitted.

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, follower-ship 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.

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

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

Pregnancy 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

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>

Other Legitimate Reasons

If a student misses the mid-term exam due to legitimate reasons, following a discussion with the student, the professor may consider the option to write a deferred mid-term exam or to shift the weight of the mid-term exam to the final exam (with exam questions that

cover the entire term). The exam length may be increased in the latter case. Documentation may be required depending on the circumstances. The professor must be notified within a reasonable amount or the accommodation may be refused.

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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

** Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

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 hard 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/>
-