



Managing Conflict and Negotiation

BUSI 3106 A
FALL 2024

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Office Hours:	E-mail me and we'll connect at a mutually suitable time
TA:	TBD
Office Hours:	TBD
Email:	TBD
Modality:	IN-PERSON
Class Times:	Check Brightspace for further information

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

Precludes: N/A

Course Calendar Description (from the [2024/2025 University Calendar](#))

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

Course 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/>

Learning Outcomes:

1. Understand various theoretical perspectives of, and models related to conflict, power, 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.

Reading(s)/Textbook(s)/Required Materials

Ewert, C., Barnard, G., Laffier, J., & Maynard, M. (2019). *Choices in approaching conflict: Principles and practice of Dispute Resolution, 2nd edition*. Emond Publishing Inc.

Course Requirements & Methods of Evaluation (including due dates):

Component	Due Date	Grade Value
Class Engagement	Cumulative	10%
Individual Assignment	October 4	20%
Test	October 18 (in-class)	20%
Group Presentation	November 1, 8, 15, 22, 29	20%
Final Exam	TBD	30%

I. CLASS ENGAGEMENT (10%)

See our course Brightspace for further details.

II. INDIVIDUAL ASSIGNMENT (20%)

See our course Brightspace for further details.

III. TEST (20%)

See our course Brightspace for full midterm exam details.

IV. GROUP PRESENTATION (20%)

See our course Brightspace for further details.

V. FINAL EXAM (30%)

See our course Brightspace for further details.

Late Assignments:

Deadlines are strict. Late assignments will not be accepted for grading, save for exceptional circumstances, subject to approval.

Deferred Examinations/Assignments:

If you wish to defer a Formal Final Exam, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

If you wish to defer a Midterm or an Assignment, please reach out directly to your instructor to discuss.

For more information or to apply for a deferral visit:

<https://carleton.ca/registrar/deferral/>

Preparation and Participation:

This is not a course that can be taught in a lecture format only. Students must personally wrestle with concepts discussed in order to benefit from the course.

Therefore, in addition to class lectures, teaching methodologies will include:

- PowerPoint lecture slides posted on the Brightspace;
- PowerPoint slides do not include everything covered in class;
- Student questions posed in class;
- Small group discussions during class;
- Excerpts from videos, guest lecturers;
- Case studies;
- Discussion of current events relevant to course topics;
- Student involvement in reports, role plays and simulation exercises.

Other notes and expectations

- Check Brightspace frequently. It is your responsibility to access this site regularly for course updates / announcements.
- You will display your name tent every class, so the Instructor and others can know your name
- Read the assigned readings before the class so that you are prepared to discuss.
- Participate in the class and join from the start. If you face an unavoidable circumstance and are late, please enter quietly and avoid disruption.
- It is best to reach me by email. Please state your name, student # & course # in the subject line of all emails and only email from your CU account.
 - I will try to respond within 24 hours of receipt of emails received between Monday (after 8:00) & Friday (before 16:00). Kindly don't follow up and send multiple emails in succession. Please allow two (2) business days response time.
- Respect other people's time. Be on time for any assignment, discussion, meeting and class; make sure your devices are ready so fewer tech issue will occur; stick to the topic in order to reduce irrelative information; use clear and concise language for efficient communication; try not to delay replying to any messages or emails;
- Be open-minded. Always respect other people's ideas and opinions even they differ from yours; give your opinions in an open and welcome way; when challenging other people's ideas, express your opinion in a peaceful way, and make sure the goal is to increase everyone's knowledge.
- Make sure your and other people's information is secure. Only share information directly related to the topics in the courses or emails; don't share any confidential information with other people; make sure your message or email is sent to the right person and avoid put the information in a group chat or "reply to all"; ask for permission if you need to take other people's contribution out of the classroom.

Course Schedule

Week #	Topic	Resources
Week 1: September 6,	<i>Introduction, Course procedures and expectations</i> What is Conflict? Choice in Responding to Conflict?	Chapter 1 Chapters 2
Week 2: September 13,	Conflict Analysis What Is Negotiation?	Chapter 3 Chapter 4

Week 3: September 20,	Mediation: Definition, Philosophy, and Boundaries Group Sign-Ups;	Chapter 5
Week 4: September 27,	Arbitration Microskills, Storytelling, and Creativity in Conflict Resolution	Chapter 6 Chapter 7
Week 5: October 4,	Frame of Reference and Self-Image Individual Assignment Due	Chapter 8
Week 6: October 11,	Culture, Gender, and Power as Factors in Mediation	Chapter 9
Week 7: October 18,	Test	
Week 8: October 25	Reading Week - No class	
Week 9: November 1,	Community Mediation Group Presentation	Chapter 10
Week 10: November 8,	Workplace Mediation Group Presentation	Chapter 11
Week 11: November 15,	Restorative Justice Group Presentation	Chapter 12
Week 12: November 22,	Mediation Across Disciplines Group Presentation	Chapter 13
Week 13: November 29	Professional Practice and Ethical Considerations Group Presentation	Chapter 14
Final Exam period: December 9-21	Final Exam	

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
CHECK (X) ONE PER ROW				
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>				

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 Spratt 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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