



BUSI 3106 A
Managing Conflict and Negotiation
Fall 2022

Instructor	Nailah Ayub, PhD
Office and Office Hours	Online/ E-mail preferably or meet by appointment
E-mail	nailah.ayub@carleton.ca
Class Hours and Location	Fridays 11:35am - 2:25pm Room: Nicol Building 3030 Modality: In-Person classes with Brightspace submissions
Pre-requisites & precluded Courses	BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801 with a grade of C- or higher

Course Calendar description [2022/2023 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.

Course Objectives/ Learning Outcomes

- Awareness of conflict triggers, behaviors during conflict interaction, approaches to negotiation, and conflict management styles.
- Understand various theoretical perspectives of, and models related to conflict, power, conflict interaction, and conflict resolution.

- Understand and manage the processes of negotiation; Learn the essentials of negotiation, the mediation process, and dealing with difficult interactions.
- Practice and learn the tools necessary to handle complex transactions involving negotiation, conflict resolution, and relationship management.

Course Textbook

The following textbook is required:

Folger, J.P., Poole, M.S., Stutman, R.K. (2021). ***Working Through Conflict: Strategies for relationships, groups, and organizations*** (9th ed). New York, NY: Taylor and Francis Group.

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

Additional reading material may be provided by the instructor

Course Evaluation

1. In-Class tasks	20%
2. Conflict Assignment	15%
3. Negotiation Assignment	15%
4. Midterm Exam	25%
5. Final Exam	25%
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, 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.

If needed, in-class assignment may be completed on paper in handwriting but typed is preferred. Emailed assignments will not be accepted unless specifically instructed by the instructor. Additional details on assignments will be available on Brightspace as needed.

Students will work in groups of 4. Groups must be registered with the instructor by the end of third class. One student may collect names and email the instructor. If the students have not found themselves a group by the end of the class 3, the instructor will make groups for them. The two major assignments will be completed with the same

group unless otherwise discussed with the instructor. In case of absent group members, students can make groups within the class for in-class activities in case of group assignments.

1. In-Class tasks (20%)

Instructions will be provided in class and the task must be completed and submitted within specified time in order to receive grades on these activities. Absent students on the day will receive zero. Please note that signing for an absent member is considered fraud. In case of a genuine excuse, you may provide with an explanation and an alternative may be considered. The in-class activities may be individual or group assignments and will be specified in the class.

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

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

Note: Every assignment submitted should use academic material drawn from the textbook 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 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:

Each team member will be required to evaluate the contributions of other team members in relation to the overall performance and functioning of the group for every group assignment. These evaluations will be completed individually and kept confidential from students. 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. Failing to submit peer evaluation will result in marks deducted for that individual whereas low scores by peers will certainly result in marks deducted.

4 & 5. Midterm and Final Exams (25% + 25%)

There are two exams for this course. The midterm exam will be held during the class time (see course schedule). The date, time, and location of the final exam will be announced later in the term as scheduled by the department. Both exams will be in-person and will be closed book fixed time exams. Both exams will consist of questions based on the

textbook, and material covered in class including lectures and discussions. **The midterm will cover all material covered up to and including the class prior to the midterm test. The final exam will be based on all material covered after the midterm test.**

Instructor's Notes

- 1.** It is strongly recommended that you read the assigned textbook chapters before coming to class. Come prepared by reading the topics for the given class and 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. 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. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 5 days late will be considered missed and will be graded zero.
- 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 an 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 error 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 to find reasons 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

Day	Topic	Material to prepare
Sep 9	Course introduction and overview	
Sep 16	Communication and Conflict	Chapter 1 * Groups to be decided
Sept 23	The inner experience of conflict	Chapter 2 * Groups to be finalized
Sep 30	Conflict interaction; Face saving	Chapters 3 & 6
Oct 7	Conflict styles & Strategic conflict interaction	Chapter 4
Oct 14	Power: the architecture of conflict	Chapter 5
Oct 21	Midterm Exam	Chapters 1 - 6
Oct 28	Fall Break (Oct 24-28)	
Nov 4	Managing conflict The Problem (Getting to Yes- Part I)	Chapter 8 * Conflict assignment due
Nov 11	The Method; Yes, But...	Getting to Yes- Part II & III
Nov 18	Third party intervention	Chapter 9
Nov 25	Working through conflict; Ten questions people ask	Chapter 10 Getting to Yes- Part V
Dec 2	Review	*Catch up if any * Negotiation assignment due
TBA	Final Exam	Chapters 8-10 + GTY (See schedule after Oct 7)

*** In-class Tasks** will take place in any of the classes as announced by the instructor. The instructions will be provided there and then. Responses may be submitted in Brightspace or on paper by the end of the time allotted.

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>				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, 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.

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

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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.
