



**Carleton  
University**

**Sprett**  
School of Business

**Carleton University  
BUSI 3106 A  
Fall 2023  
Managing Conflict and Negotiation**

<b>Instructor</b>	Nailah Ayub, PhD
<b>Office and Office Hours</b>	Online/ E-mail or meet by appointment
<b>E-mail</b>	nailah.ayub@carleton.ca
<b>Class Hours and Location</b>	<b>Tuesdays</b> 11:35am - 2:25pm <b>Room:</b> Nicol Building <b>1020</b> <b>Modality:</b> In-Person classes with Brightspace submissions
<b>Pre-requisites &amp; precluded Courses</b>	BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801 (with a grade of C- or higher in each)

**Course Calendar description [2023/2024 University calendar:](https://calendar.carleton.ca/undergrad/courses/BUSI/)**

<https://calendar.carleton.ca/undergrad/courses/BUSI/>

Analysis of the sources and forms of conflict and effective approaches to managing conflict.

Exploration of the effectiveness of various strategies of negotiations.

Lecture three hours a week.

### **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

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, 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.

## 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*** (9<sup>th</sup> 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. Case Studies (4)	20%
2. Conflict Assignment	15%
3. Negotiation Assignment	15%
4. Quizzes (4)	20%
5. Final Exam	30%
<b>Total</b>	<b>100%</b>

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. Groups must be registered with the instructor by the end of third class. 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 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 Wednesday midnight.

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

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 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. Quizzes and Final Exams (20% + 30%)**

There will be 4 online fixed time quizzes throughout the semester. The quizzes are to be completed individually. Information about each quiz will be made available on Brightspace.

The date, time, and location of the final exam will be announced later in the term as scheduled by the department. The final exam will be in-person and will be closed book fixed time 2 hours exam. The exam will consist of questions based on the textbook, and material covered in class and discussions as specified.

#### **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 12	Course introduction and overview; What is Conflict?	Peruse the course outline; Definition of Conflict
Sep 19	Communication and Conflict	Chapter 1
Sept 26	Conflict styles & Strategic conflict interaction	Chapter 4 Quiz 1 (chap 1 & 4)
Oct 3	Conflict interaction	Chapter 3 Case 1
Oct 10	The inner experience of conflict	Chapter 2 Quiz 2 (Chap 2 & 3)
Oct 17	Power: the architecture of conflict	Chapter 5 * Conflict assignment due
Oct 24	Fall Break (Oct 23-27)	
Oct 31	Managing conflict The Problem (Getting to Yes- Part I)	Chapter 8 Case 2
Nov 7	The Method; Yes, But...	Getting to Yes- Part II & III Quiz 3 (Chap 8)
Nov 14	Negotiation Skills and Strategies	Getting to Yes & additional readings Case 3
Nov 21	Third party intervention	Chapter 9 Quiz 4 (Chap 9)
Nov 28	Working through conflict; Ten questions people ask	Chapter 10 Getting to Yes- Part V & additional readings Case 4
Dec5	Review	*Catch up if any * Negotiation assignment due
TBA	<b>Final Exam</b>	(See schedule after Oct 6)

**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
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
<b>BC3 Critical Thinking</b> <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
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>BI5 Global Awareness (BIB ONLY)</b> <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 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, 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](http://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](http://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](mailto: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](http://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](http://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](http://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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](http://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/>