



Conflict and Negotiation, MGMT 5111, Winter 2019
Mondays, 6:05 to 8:55, Room DT 701

Instructor: Donald Hall
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Office Hours: 5:00 – 5:45 Mondays

Course calendar entry from 2018/2019 graduate calendar: Conflict, negotiation and bargaining. The bargaining process, conflict handling and how to analyze, plan and implement successful negotiations. Management and labour objectives and strategies that lead to conflict.

Course Description: Through lectures, discussions and other interactive means, students will gain an understanding of, and ability to apply, fundamental theories and practices associated with conflict and negotiation.

Course Prerequisites: MGMT 5100

Course Materials(s): Required articles and book chapters are available at no cost through the Carleton University Library "Ares" system (<http://libares01.carleton.ca>), or will be posted on the course web page. Students will be required to purchase an on-line self-assessment, the details of which will be provided by the instructor.

Communication with the Instructor: Students with questions or problems during the semester are encouraged to make an appointment with the instructor. Students may phone the instructor during regular business hours. You may also communicate with the instructor by e-mail. When you do, please send from your Carleton account, and always put "MGMT 5111" in the subject line. I will respond to e-mails within 3 to 4 days.

Grading Scheme

Reading Summaries (3 X 10%)	30%
Workplace Application	20%
Personal Reflection Assignments (2 X 15%)	30%
Engagement and Contribution to Class	20%

Please hand in assignments at the beginning of class in hard copy; do not e-mail assignments to the instructor. Page number maximums refer to single-spaced pages with double spacing between paragraphs in no smaller than 11 pt font, with 1 inch margins. (References, appendices, etc. are not included in page counts.)

Late assignments due to illness or unavoidable personal circumstances will be excused. In the case of missed assignments for the same reasons, your final grade will be prorated accordingly. Other failures to adhere to deadlines will result in mark reductions (20 percent of the mark per week).

Reading Summaries

Reading summaries are required on Weeks 2, 3 and 4. This assignment gives you an opportunity to make sense of, and synthesize, the ideas from the week's required readings, highlighting what you consider to be most important. Each week's summary is worth 10 percent of your final grade. 1-page maximum. Marks will be based on the following:

- apparent understanding of the material;
- degree of criticality; and,
- writing quality.

Workplace Application

Students will form four-person groups the first week of class. Our Week 5 class will be devoted to applications of concepts related to conflict and negotiation. Your group will be allocated a 25 minute timeslot during which you are to engage the class regarding a topic that you find particularly interesting. The goal is to provide an opportunity for people to think about and deepen their understanding of the topic, looking at ways that this understanding can be applied in the workplace.

You are free to devise a learning event of your own choosing. It may involve acting out a skit or role play, showing a video clip, engaging the class in a debate, a quiz, or whatever you believe will foster reflection and learning. You may use slides, audio/music samples, social media, or other interactive devices. Creativity is encouraged. You want people to walk away with new insights, a new way of looking at an aspect of conflict or negotiation in the workplace. Entertain the class, yes, but ensure that we *learn*. Marks will be based on the following:

- depth and breadth of understanding of the topic;
- quality and creativity of the presentation design, including materials and execution;
- relevance to the workplace; and,

- extent to which class is engaged.

At the beginning of the class, please provide your full presentation package to the instructor.

In addition, each group member is required to submit in a sealed envelope a one-page (or less) reflection on the group experience. The reflection should describe key events, their impacts, and what happened as a result. Speak to your feelings, responses and actions. As appropriate, mention fellow group members by name. Be candid and constructive. These reflections will be kept confidential; only the instructor will see them. They will contribute to the marks for Engagement and Contribution to the Class.

Please e-mail to the instructor group member names following the first class. In between the first class and the presentation date (April 1) you are strongly advised to discuss your topic and presentation ideas with the instructor. Do not leave this until the last minute.

Personal Reflections

Conflict. The purpose of this assignment is to explore the impact of conflict on workplace behaviour and effectiveness. To complete your assignment, choose a conflict situation to analyze that you are currently experiencing or have recently experienced as either a participant or an observer. Choose a conflict from a work setting. Your written submission should include the following 3 components:

1. An analysis of the source of the conflict you have chosen to describe. This analysis should examine the conflict from the point of view of both parties. You should also describe the apparent conflict handling intentions of each party and the potential and/or actual consequences of the conflict.
2. A recommendation on how the conflict should have been handled (e.g., ideal conflict approach, etc.), and the rationale for your recommendation. Include a description of how the conflict would play out under your recommendation.
3. A self-assessment of your approach to handling conflict and an analysis of its implications. Briefly describe your results on the TKCMI and any other related self-assessments or sources of self-awareness you have experienced, and explore the linkages between how you handle conflict and your formative experiences with conflict (e.g. how your family handled conflict or other life experiences which shaped your approach to conflict). Identify the implications that your approach to conflict may have on your effectiveness in the workplace. Be sure to examine both positive and negative consequences of your approach.

Negotiation. The purpose of this assignment is to explore your past experiences with negotiation and identify ways to enhance your negotiation skills. To complete this assignment, choose a negotiation experience that you have participated in recently. You should choose a negotiation that took place outside of this course. Examples might include negotiating with your boss or a co-worker, negotiating a major purchase, negotiating responsibilities with your housemates or teammates, negotiating with your family or with your professors. Your written submission should include the following 3 components:

1. A description of each party's approach to the negotiations and the situational factors driving their approach. Did the parties approach it as a distributive or an integrative negotiation? How do you know? Why did they approach it this way? Review the situational factors related to this negotiation and analyze the key drivers influencing the approach.
2. An evaluation of the conduct of this negotiation. Indicate behaviours you implemented well and behaviours you implemented poorly or not at all. For those that you did not implement effectively, explain what you should have done to engage in a more effective negotiation.
3. A self-assessment of your approach to negotiations and an analysis of its implications. Briefly describe your strengths and weaknesses as a negotiator. Identify the implications that your approach to negotiations may have on your future effectiveness in the workplace and elsewhere. Determine which negotiation skills you most need to develop in the future and identify ways in which you might develop these skills further. Address any obstacles that may inhibit the development of these skills.

In your Personal Reflections you are not required to disclose anything which you would be uncomfortable sharing. Your Personal Reflection assignments will remain confidential. Your assignments will not be assessed on what you disclose. Your papers will be judged on the depth of understanding of relevant concepts and quality of analysis which they demonstrate. 1½-page maximum each. Both Personal Reflections are due at the last class of the semester.

Engagement and Contribution to Class

Students are expected to attend every scheduled class. Moreover, students are expected to take part actively in class discussions and exercises. This includes responding to formal opportunities and requests for input as well as informal opportunities such as answering questions asked by the instructor, and asking questions in order to deepen your understanding of the material, or to challenge the prevailing view. Remember, if you are wondering about something, chances are other students are too. If you prefer not to ask questions orally, feel free to submit written questions to the instructor before class.

Course Schedule

Week	Date	Topic/Agenda	Pre-class Prep / Due
1	Mar 4	<ul style="list-style-type: none"> • Course Introduction • Conflict Basics • Personal Conflict Style 	<ul style="list-style-type: none"> • Complete on-line Thomas Kilmann Conflict Mode Instrument. Bring your report to class.
2	Mar 11	<ul style="list-style-type: none"> • Effective Negotiation 	<ul style="list-style-type: none"> • Read: (1) Chapter 1: Claiming Value in Negotiation, and (2) Chapter 3: Investigative Negotiation, in Deepak Malhotra and Max Bazerman, <i>Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond</i>, Bantam Books, 2007. Available on reserve in MacOdrum Library, and on Ares. • Reading Summary #1 DUE • by March 10 e-mail to Don two questions for David Orfald, Industrial Relations Expert
3	Mar 18	<ul style="list-style-type: none"> • Industrial Relations (Guest Instructors: Eliza von Baeyer, Organizational Development Specialist and David Orfald, Industrial Relations Expert) 	<ul style="list-style-type: none"> • Read: (1) Chapter 1: An Introduction to Industrial Relations in Canada, and (2) Chapter 8: The Collective Bargaining Process, in Fiona McQuarrie, <i>Industrial Relations in Canada</i> (4e), Wiley, 2015. Available on Ares. • Reading Summary #2 DUE
4	Mar 25	<ul style="list-style-type: none"> • Constructive Conflict Resolution • Intergroup Conflict • Mediation 	<ul style="list-style-type: none"> • Read: (1) Chapter 2: The Third Alternative – the Principal, Paradigm, and Process of Synergy, in Covey, S., <i>The Third Alternative – Solving Life’s Most Difficult Problems</i>, Free Press, 2011; (2) Chapter 8: Intergroup Conflict, Fisher, R, in Deutsch, M and Coleman, P, <i>Handbook of Conflict Resolution</i>, Wiley, 2000; (3) Chapter 4: A Map of the Process, in Crawley, J & Graham, K, <i>Mediation for Managers</i>, Nicholas Bealey, 2002 • Reading Summary #3 DUE
5	April 1	<ul style="list-style-type: none"> • Workplace Applications 	
6	April 8	<ul style="list-style-type: none"> • Negotiation Simulation 	<ul style="list-style-type: none"> • Conflict PAA DUE • Negotiation PAA DUE

About the Instructor

Donald Hall is a partner in the Ottawa-based management consulting firm Goss Gilroy Inc. He specializes in organization development, group training and facilitation, and applied social research. He is past president of the Organization Development Network of Ottawa-Outaouais. He received his Ph.D. in Applied Social Psychology from the University of Saskatchewan and subsequently took training from the NTL Institute and the Sloan School of Management, MIT.

Additional Messages

Course Sharing Websites

Student or professor 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).

Policy on Mobile Devices

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

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 instructor 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.

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>

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/>.

Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>