

## CMGT 576: Communication Strategies for Conflict Management

(Course # 21769D)

Monday and Wednesday 6:00 - 10:10 p.m., ASC 240

Summer 2016

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Office Hours: Before and after class on Monday and Wednesday; and other days by appointment.

### Course Description

Whether as a member of management, organizational consultant, human resource professional or communication practitioner, you will be required to manage conflict successfully as a part of your job. Organizational conflict management is a specialized communication skill requiring theoretical understanding of human interaction, decision making, and organizational systems. That is, the nature and function of communication in organizational conflict management is shaped by the nature of the dispute, the power and status of the disputants, perceived outcomes, and --very importantly--whether or not the relationship is on-going.

### Course Objectives

- To examine the communication strategies that enable people to find joint gains/common grounds
- To develop communication strategies to protect your interests when joint gains do not exist
- To learn how to plan and conduct conflict management interventions for interpersonal, organizational and public disputes

*The world will be regenerated  
by the people who...heroically  
seek.... by whatever hardship,  
by whatever toil, the methods  
by which people can agree."*

*Mary Parker Follett*

### Textbooks and Readings

Billikopf, Gregory (2014). Party-directed mediation: Facilitating dialogue between individuals (3<sup>rd</sup> ed). Retrieved from <http://www.cnr.berkeley.edu/ucce50/ag-labor/7conflict/>

Stone, D., Patton, B. & Heen, S. (1999). Difficult conversations: How to discuss what matters most. New York: Viking Press.

Weiss, J. (2016). HBR Guide to negotiating. Boston: Harvard Business Review Press.

Most other articles are posted on Blackboard

HIGHLY RECOMMENDED!

The 6<sup>th</sup> edition of the Publication Manual of the American Psychological Association.

## Course Policies

1: Students are expected to attend all classes. The University of Southern California *prohibits* the awarding of points solely on a student's physical presence in a class. However, they allow the use of unexcused absences and excessive tardiness to count against a grade. This includes leaving class early. *More than two absences will lower your course grade.*

2: Active discussion requires that you read ahead of time and that you are engaged in the evening's session.

3: Students who are engaged with their electronic devices for non-class purposes may be deemed "absent" even if they are physically present.

4: Late assignments may receive lower grades.

## Assignments

10% Class Participation

30% Take home final exam due on Monday, June 27, 2016. Submit to digital dropbox.

60% Simulation Analysis Papers (30% each)

These papers must follow APA style. Papers are graded on both content and writing. View the video, "Revising Prose," that is posted on Blackboard to see the desired writing style. Papers turned in late will receive lower grades.

### **I: Negotiation – due June 8**

You will write a reaction paper (about 10 pages) on at least one of the simulations in *negotiation* unit. In your paper address the following questions:

- What does the theoretical literature suggest should occur in this type of dispute? Use course readings; no extra research is needed.
- Identify the role you played. Do not tell me the role/case description (I already know it). Include role/case information for explanatory or analytical purposes.
- What occurred in the simulation? You must provide **details** of the simulation process.
- Discuss why you think your experience did or did not match what "should" have happened. This section should be analytical and critical.

### **II: Mediation – due June 20**

You will write a reaction paper (about 10 pages) on the simulation **when you were the mediator**. In your paper address the following questions:

- What does the theoretical literature suggest should occur in this type of dispute? Use course readings; no extra research is needed.
- What occurred in the simulation? You must provide **details** of the simulation process. Include case information for explanatory/analytical purposes.
- Discuss why you think your experience did or did not match what "should" have happened. This section should be analytical and critical.

Fortunate are the flexible for they will not be bent out of shape.

### **Academic Integrity Statement**

"The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School of Communication to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor."

### **USC Statement on Academic Conduct and Support Systems**

#### **Academic Conduct**

Plagiarism - presenting someone else's ideas as your own, either verbatim or recast in your own words - is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>. This is important for the safety of the whole USC community. Another member of the university community - such as a friend, classmate, advisor, or faculty member - can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm> provides 24/7 confidential support, and the sexual assault resource center webpage <http://sarc.usc.edu/> describes reporting options and other resources.

#### **Support Systems**

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The Office of Disability Services and Programs* [http://sait.usc.edu/academicsupport/centerprograms/dsp/home\\_index.html](http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html) provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

## **Class 1 - Wednesday May 18 Communication, Conflict & Your Conflict Style**

Putnam, L. L. (2006). Overview of communication and conflict. In J. G. Oetzel and S. Ting-Toomey (Eds.) *The SAGE handbook of conflict communication: Integrating theory, research, and practice* (1-32). Thousand Oaks, CA: Sage.

Jones, T. & Brinkert, R. (2008). Stage four: The conflict styles opportunity. *Conflict coaching: Conflict management strategies and skills for the individual* (pp. 187-202). Thousand Oaks, CA: Sage.

Betancourt, J. C. & Zlatanska, E. (2013). Online dispute resolution (ODR): What is it, and is it the way forward? *Arbitration*, 79(3), 256-264.

This is Colin Rule's excellent six minute presentation on Online Dispute Resolution from the Reinvent Law Channel. Colin is former director of online dispute resolution at eBay - Pay Pal.  
<http://www.mediate.com/articles/Colinvideo.cfm>

### **Other article of interest:**

On Blackboard: "Communication Profile" from Rudd, J. E. & Lawson, D. R. (2007). *Communicating in global business negotiations: A geocentric approach*. Thousand Oaks, CA: Sage.

## **Class 2 - Monday May 23 Organizational Conflict - Historical and Contemporary Perspectives**

Lipsky, D. B. & Seeber, R. L. (2006). Managing organizational conflicts. In J. G. Oetzel and S. Ting-Toomey (Eds.), *The SAGE handbook of conflict communication: Integrating theory, research, and practice* (pp. 359 – 390). Thousand Oaks, CA: Sage.

*Read the following two articles in chronological order: 1967 and then 1989*

Pondy, L. R. (1967). Organizational conflict: Concepts and models. *Administrative Science Quarterly*, 12, 296-320.

Pondy, L. R. (1989). Reflections on organizational conflict. *Journal of Organizational Change Management*, 2(2), 94-98.

*You need to download the following article yourself. USC Libraries do not have a license with Harvard Business Review that allows for posting of HBR on Blackboard.*

Weiss, J., & Hughes, J. (2005). Want Collaboration? *Harvard Business Review*, 83(3), pp. 93-101.

Optional:

PON Special Report The New Conflict Management: Effective Conflict Resolution strategies to Avoid Litigation

## **Class 3 - Wednesday May 25. Negotiation**

Lewicki, R. J., Saunders, D. M., Barry, B. & Minton, J. W. (2004). *Essentials of negotiation* (pp. 59-119). Boston: Irwin McGraw-Hill.

Chapter 4 – Interpersonal negotiations, in Billikopf, Gregory (2014). Party-directed mediation: Facilitating dialogue between individuals (3<sup>rd</sup> ed).

Retrieved from <http://www.cnr.berkeley.edu/ucce50/ag-labor/7conflict/>

Ebner, N. (2011). Negotiating via email. In M. Benoliel (Ed.) *Negotiation excellence: Successful deal making* (pp. 397 – 415). World Scientific Publishing: Singapore.

**Class 4 - Monday May 30, Negotiation Memorial Day Holiday (no formal class session, but complete online negotiation simulation and watch/listen to the following videos:**

Ury, W. (2009, November). From the boardroom to the border: Negotiating for sustainable agreements. Joan B. Kroc Distinguished Lecture Series, University of San Diego, San Diego, CA.

<http://www.williamury.com/sustainable-agreements/>

Ury, W. (2010, October). The walk from “no” to “yes.” TEDxMidwest

[http://www.ted.com/speakers/william\\_ury](http://www.ted.com/speakers/william_ury)

**Class 5 -Wednesday June 1, Negotiation Simulations**

Weiss, J. (2016). HBR Guide to negotiating. Boston: Harvard Business Review Press. (1 – 169).

Shapiro, D. (2002). Negotiating emotions. *Conflict Resolution Quarterly*, 20(1), 67 - 82.

PON Special Reports

How to Improve Negotiation Strategies from the Pros

Training Women to Be Leaders: Negotiating Skills for Success

BATNA Basics: Boost Your Power at the Bargaining Table

Crisis Communication: How to Avoid Being Held Hostage by Crises Negotiations

**Class 6 -Monday June 6, Mediation**

**Required Reading**

Kressel, K. (2000). Mediation. In M. Deutsch and P. Coleman (Eds.), *The handbook of conflict resolution* (pp. 522 – 545). San Francisco: Jossey-Bass.

Folger, J. P., & Bush, R. A. B (1996). Ten hallmarks of transformative mediation. *Mediation Quarterly*, 13(4), 263- 278.

PON Special Reports

Mediation Secrets for Better Business Negotiations: Top Mediator Techniques

**Class 7 - Wednesday June 8, Mediation - Simulations**

**NEGOTIATION SIMULATION PAPER DUE JUNE 8**

Billikopf, Gregory (2014). *Party-directed mediation: Facilitating dialogue between individuals* (3<sup>rd</sup> ed). Retrieved from <http://www.cnr.berkeley.edu/ucce50/ag-labor/7conflict/>  
Preface, Chapters 1 – 3, 5 – 11.

Karambayya, R. & Brett, J. M. (1994). Managerial third parties: Intervention strategies, process, and consequences. In J. P. Folger and T. S. Jones (Eds.), *New directions in mediation: Communication research and perspectives* (pp. 175-194). Thousand Oaks, CA: Sage.

### **Class 8 - Monday June 13 Mediation Simulations**

Finish mediation simulations

### **Class 9 - Wednesday June 15 - New Forums for Public Participation/Multi-party Negotiations**

Forester, J. (2006). Making participation work when interests conflict: Moving from facilitating dialogue and moderating debate to mediating negotiations, *Journal of the American Planning Association*, 72, 447 - 456.

### **Classes 10 & 11 Monday June 20 - Wednesday June 22 Dealing with Difficult Conversations** **MEDIATION SIMULATION PAPER DUE JUNE 20**

Stone, D., Patton, B. & Heen, S. (1999). *Difficult conversations: How to discuss what matters most*. New York: Viking Press.

### **Class 12 -Monday June 27 - Final Exam Due**

Submit exam to dropbox by 10:10 PM.