**CMGT 576: Communication Strategies for Conflict Management**

Spring 2016

(Course # 21764D) Tuesday 2:00 – 4:50

(Class sessions with simulations may go until 5:30 pm. See syllabus for dates marked with an \* .)

**Instructor:** Colleen M. Keough, Ph.D., Clinical Professor

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**Office Hours:**  10:15 – 11:00; 12:20 – 1:00 Tuesday and Thursday; 5:00 – 5:30 Tuesday 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

*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*

* To learn how to plan and conduct conflict management interventions for interpersonal, organizational and public disputes

Textbooks and Readings

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

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.

Other articles will be posted on Blackboard

HIGHLY RECOMMENDED!

The 6th edition of the Publication Manual of the American Psychological Association.

**Course Policies**

1: Students are expected to attend all classes. Grades will be lowered for students with more than 2 absences.

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.

**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](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> 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.

**Assignments**

**60% Simulation Analysis Papers (30% each). Bring hard copy to class and submit electronic copy through Blackboard.**

**Negotiation Simulation Analysis – Due March 7**

You will write a reaction paper (8 - 10 pages) on at least one of the simulations in the *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.

**Mediation Simulation Analysis – Due April 11**

You will write a reaction paper (8 - 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.

These papers must follow APA style. Papers are graded on both content and writing. 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.

**30% Take Home Final Exam - Due Thursdayday, May 4, 4 P.M.**

Exam will be distributed at the last class period. Examination tests your comprehension and application of all required readings. Completed examination is due, per University Schedule of Final Examinations, no later than 4 p.m. on Tuesday, May 4. Examination is submitted through Blackboard.

**10% Class Participation**

Note: 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.*

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

**ANTICIPATED WEEKLY READINGS AND TOPICS**

**Class 1, Jan 10, Course Introduction and Overview of Communication and Conflict**

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.

**Class 2, Jan. 17 Organizational Conflict - Historical and Contemporary Perspectives,**

*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.

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.

Optional:

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

**Class 3, Jan. 24 Conflict Styles**

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.

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 4, Jan. 31 Introduction to Negotiation/Bargaining Structure**

Keough, C. M. (2017). Negotiation and bargaining. In C. Scott & L. Lewis (Eds). *International Encyclopedia of Organizational Communication.* John Wiley

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 (3rd ed).

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

PON Special Report

The New Conflict Management: Effective Conflict Resolution strategies to Avoid Litigation

**Class 5, Feb. 7 Negotiations\***

*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.

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, Feb. 14 E- Negotiation\***

[**Colin Rule on Online Dispute Resolution - Video**](http://www.onlinemediators.com/article.cfm?zfn=Colinvideo.cfm) (8/22/13) also found through http://www.mediate.com/articles/Colinvideo.cfm  
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.

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

**Class 7, Feb. 21 – Negotiation Simulations**

**Class 8, Feb. 28 – Mediation - An Introduction**

**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.

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

Preface, Chapters 1 – 3, 5 – 11.

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 9, Mar. 7, Mediator Styles**

**Negotiation Simulation Analysis Paper Due**

*MEDIATOR STYLE ARTICLE TBD*

**Optional Readings:**

Wade, J. Strategic Language Used by Mediators (and Negotiators)

Wall, J. A., Stark, J. B., & Standifer, R. L. (2001). Mediation: A current review. Journal of Conflict Resolution, 45, 370-391.

**Class 10, Mar. 21 Mediation Simulations \***

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 11, Mar.28, Mediation Simulations\***

Mediation simulations

**Class 12, April 4 Public Participation in Public Disputes**

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.

**Other readings TBD**

**Class13, April 11 Managing Difficult Conversations**

MEDIATION SIMULATION ANALYSIS PAPER DUE

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

**Class 14, April 18 Finish Managing Difficult Conversations**

**Class 15, April 25 Finish Managing Difficult Conversations**

Final exam distributed via Blackboard