

Course	HRMG-5660 - Issues in Human Resources Management: Conflict Management
Term	Spring 1, 2010 Jan 4 – Mar 5
Instructor	Name: Dr Mark Davis Phone: 501-279-4496 Email: mdavis1@harding.edu
Catalog Description	<p>Specific course description: Effective conflict management and relationship strategies apply to a variety of situations; including the workplace, workgroups, organizations, families, friends, and relationships.</p> <p>This course addresses conflict situations and provides a foundation and understanding for managing relationships and conflict. Discussions include the motivators of conflict and management techniques. Specific topics of study include; the nature of conflict, the structure and balance of power, personal goals and issues, styles and tactics used in conflict, how to assess and negotiate in conflict, moderating conflict, and preventing destructive conflict. <i>This is a highly participative and personalized course.</i></p> <p>Students will complete a Conflict Mode Instrument to better understand their personal conflict preferences. Students will also complete the Myers-Briggs Personality Type Indicator and will apply personality type to a variety of conflict and communications settings. <u>Course Fee</u>: There is an \$18.00 course fee payable to the professor by the second week of class.</p>
Prerequisites	Accepted into Webster University's MA or MBA program. Student should have good writing and oral skills commensurate with graduate level work.
Course Level Learning Outcomes	The purpose of this course is to 1) familiarize the student with conflict, 2) explain the nature of conflict 3) examine conflict interests and goals 4) explain the structure of conflict and its core power balance 5) explain styles and tactics used in conflict 6) examine how to assess conflict 7) examine negotiating for mutual gain in conflict 7) moderating conflict, 8) apply the principles and theories Myers-Briggs Personality Type Theory to conflict situations.
Materials	<p>Interpersonal Conflict (7 ed.) Wilmot & Hocker (2007). Boston: McGraw-Hill Companies. ISBN: 0-07-313554-2</p> <p>Myers (1998). Introduction to type (6th ed). No ISBN available; can be ordered directly from CPP, Inc. 3803 E. Bayshore Road, Palo Alto, CA 94303, Phone: 800-624-1765.</p> <p>Access the Virtual Bookstore at http://bookstore.mbsdirect.net/WEBSTER.HTM or you can call MBS Direct at 800-325-3252.</p>

<p>Grading</p>	<p>Grading Scale 93-100 A 90-92 A- 87-89 B+ 83-86 B 80-82 B- 70-79 C 0-69 F</p> <p>Course Requirements The GRADUATE catalog provides these guidelines and grading options:</p> <p>A/A- Superior graduate work B+/B/B- Satisfactory graduate work C Work that is barely adequate as graduate-level performance CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. F Work that is unsatisfactory I Incomplete work ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. IP In progress NR Not reported W Withdrawn from the course</p>
<p>Activities</p>	
<p>Policy Statements: University Polices</p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>A student may submit their term paper to the On-Line Writing Center in St. Louis by email and have a coach make suggestions/corrections. It is up to the student to allow sufficient time for this process to be utilized and still turn in the term paper on the assigned date. Go to http://www.webster.edu/acadaffairs/asp/wc/online.html</p> <p>Academic Honesty The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p>

	<p>Drops and Withdrawals Please beware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p>Special Services If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances Since every student is entitled to full participation in class without interruption, all students are expected to be in class and prepared to begin on time. All pagers, wireless phones, or other electronic devices must be turned off, or switched to vibrate, when you enter the classroom.</p> <p>Disruption of class, whether by latecomers, noisy devices, or inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p>Student Assignments Retained From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p>Contact Hours for this Course It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<p><u>General Information:</u> Classes meet on Tuesday evenings from 5:30-10:00. Schedule may be altered if national holiday break occurs on a course night. There is an \$18.00 course fee for related course materials; fee is payable to the professor by the second week of class.</p>

If you arrive after 5:30, please see the professor during the first break to ensure your attendance is changed from an absence to a late arrival. Absences should be coordinated with the professor *in advance*. A second unexcused absence results in a 7% grade reduction and beyond two absences result in a course failure.

Coursework: All course assignments and projects should be typed and stapled and will be collected at the beginning of class on the date indicated. *Thank you in advance for not requesting to submit late work*. If you are absent from a class, submit your work at the beginning of the next class attended.

The Myers-Briggs Type Indicator (MBTI) assessment will be used in class. Students will be guided through the process of determining their own preferences. Students will discover individual strengths and weaknesses of each preference. While you may opt-out of personally completing the instruments, you will still receive training regarding their use and application in conflict and relationship situations.

Examination: One written examination/case will be given covering course content.

Final Paper: The final paper consists of a conflict analysis. The conflict will be analyzed using information covered in the course. Guidelines will be provided in class.

Course Participation: Course Participation involves your preparation, involvement, and enhancement of the learning environment. You can maximize your points by:

- Completing work prior to class
- Arriving on time and not departing early
- Contributing to discussions
- Maintaining scholarly conduct

Electronic Devices: Cellular telephones, text messaging, audio recorders, computers, or other devices may not be used in class. If you have questions regarding the use of these devices, please see the professor before class. Please ensure all phones are turned-off during class.

“Approximate” Course Points:

72 points Assignments
50 points Participation
100 points Written exam or case study
200 points Final Paper
472 ESTIMATED TOTAL POINTS

Week 1:	<ul style="list-style-type: none"> - Course introduction and syllabus - Read before class Chapter 1: The Nature of Conflict - Read before class Chapter 2: Perspectives on Conflict - In class exercise: Group Conflict Case
Week 2:	<ul style="list-style-type: none"> - Read before class Chapter 3: Interests and Goals - Read before class Chapter 4: Power: The Structure of Power - Submit as homework Application 4.2 (p.101) and Application 4.5 (p.110) (12 points) - Myers-Briggs Type Indicator (MBTI) completed in class - In class handout of final project instructions and discussion - Classroom optional video: Power of Persuasion Video 134
Week 3:	<ul style="list-style-type: none"> - Read before class Chapter 5: Styles and Tactics - Submit as homework Application 5.1 (p.132) (12 points) - Read before class Chapter 6: Assessing Conflict - Submit as homework a one page proposal for the conflict situation that you will use for your final paper; your proposal will be discussed in class for approval
Week 4:	<ul style="list-style-type: none"> - This is a critical week to attend. You will receive the Myers-Briggs Personality Type Training, your personal report, training, and feedback. Your report cannot be provided to you without attending this class session, and the session cannot be made-up. - Bring to class: Introduction to type booklet
Week 5:	<ul style="list-style-type: none"> - In class coverage of Personality Temperaments - Classroom video on Temperaments
Week 6:	<ul style="list-style-type: none"> - Submit as homework a two page application paper on at least 3 selected people in your life, their Temperament styles, and the impact of those styles on those around them. <u>Keep all people anonymous:</u> We will share and discuss this information in class. (12 points) - Read before class Chapter 7: Moderating your Conflicts - Submit as homework Application 7.3 (p.218); provide several examples (12 points) - Class lecture and video on communications
Week 7:	<ul style="list-style-type: none"> - Read before class Chapter 8: Negotiating for Mutual Gain - Read before class Chapter 11: Preventing Destructive Conflict - Submit as homework Application 11.1 (p.328); attach copies of the conflict articles for submission with paper (12 points) - Classroom video: Non-verbal application video (or how to develop effective communications, V-838) - In class exercise: Group Conflict Case - Submit final paper in class (present précis to class during final week)



Week 8:	- Written Examination or case study in class
Week 9:	- Class discussions on final project - Class summarization of course - Submit two-page paper summarizing your personal learning experience from this course (12 points)
Additional Information	
Approved by	Michael Hostetler, Faculty Coordinator, 2 Dec 2009