

Course Details:

Course Title: Conflict Management

Course Code: MGT - 849

Prerequisite: HRM

Program: EMBA 2K21 Elective

Credit Hours: 3

Course Faculty:

Course Faculty:

Office: Room

Office Hours:

Tel:

Email:

Course Description:

Conflicts are an integral part as well as a consequence of living in society. Whether in our professional, family or social environments, we are likely to face numerous conflicts; some having happy endings while others may be potentially disastrous to us. Not acknowledging the pervasiveness of conflicts in our daily lives is refusing to face facts and the reality of "living" in organizations.

As a manager, consultant, or professional service provider you will negotiate with your counterparts, team members, clients, and subordinates on an ongoing basis. Further, in today's less hierarchical organizations, you will be forced to negotiate with others to get your work done. Every time a project falls behind, critical new information is uncovered, or the competitive landscape of your industry changes, you will need to renegotiate tasks, plans, goals, or fees with your key stakeholders. This course is designed to provide you with a competitive advantage in conflict through negotiation. You will learn and practice the technical skills and analytic frameworks that are necessary to negotiate successfully with peers, and you will learn methods for developing the powerful social capital you will need to rise in the executive ranks of any organization.

In sum, we will focus both on the analytic tools necessary to become a highly successful negotiator and on the relationship building skills necessary to negotiate deals that will enhance your social capital, your ability to lead others, and your relationship with loyal clients.

Course Learning Outcomes:

The learning outcomes of the course are listed below.

CLO 1. Build an understanding of the causes of conflict in organizations.

CLO 2. Evaluate different approaches and practices to effectively manage and resolve conflicts.

CLO 3. Design strategies for effectively managing conflicts in team settings.

CLO 4. Organize ideas and present them in a coherent and structured manner.

CLO 5. Develop a project report using appropriate grammar and comprehension.

Mission, Goals and Learning Objectives of EMBA:

The mission, goals and learning objectives of the EMBA Program as defined by NBS statutes are as follows;

Mission

To prepare mid-career professionals for leadership positions who can impact the industry and society.

Goals & Learning Objectives

Goal 1: Students will be capable of critical thinking.

LO 1.1: Students will be able to solve problems with the application of business knowledge.

LO 1.2: Students will be able to evaluate competing decision criteria and alternatives.

Goal 2: Students will demonstrate leadership skills.

LO 2.1: Students will be able to develop the ability to lead and manage in teams.

LO 2.2: Students will be able to make sound decisions.

Goal 3: Students will learn to communicate effectively.

LO 3.1: Students will be able to communicate effectively in oral presentations.

LO 3.2: Student will be able to create professional reports.

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment.

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation.

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives.

Mapping LOs with CLOs

The mapping of EMBA Program Objectives with Course Learning Outcome is as follows:

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1	●									Exam
CLO 2				✓						Quizzes
CLO 3			✓							Experiential Activity
CLO 4					●					Negotiation Sessions
CLO5						●				Assignment

Note: ✓ indicates mapped and assessed CLO, ● indicates mapped but not assessed CLO, X indicates unmapped CLO

Required Course Material:

The textbooks for this course is as follows;

- Lewicki, R., Saunders, D. and Barry, B., “Essentials of Negotiation”, 5th Edition, McGraw Hill / Irwin, 2010.

In addition, following reference book can also be useful;

- Moore, C., “The Mediation Process”, 2nd Edition, Jossey-Bass, 1996.
- Ury, W., “Getting Past No: Negotiating with Difficult People”, Bantam, 1992.

Readings and role-plays have also been assigned on various topics. These will be made available as per requirement.

Course Evaluation:

The breakdown of items in course weightage is as follows;

Type of Assessment	Weightage	Frequency
Mid Term Exam	15%	Once in the semester
Final Term Exam	20%	Once in the semester
Real Time Negotiation Sessions	15%	3 one on one sessions / 2 three party sessions / 1 six party session A total of 6 sessions in the semester
Experiential Exercises	20%	2 in the semester
Assignment	15%	2 in the semester
Quiz	15%	3 quizzes in the semester

Weekly Schedule:

The course content is structured in pedagogical sections that enable easy understanding and learning. The weekly breakdown of the course is given below. The weekly timeline is subject to changes if the need is felt to integrate further topics and cases.

C	Topic	Reading / Activity	Objective
1	Introduction to the Course <ul style="list-style-type: none"> ▪ Introduction to the participants ▪ Course outline and policies Nature of Conflict <ul style="list-style-type: none"> ▪ Key terminologies and definitions ▪ Level and scope of conflict ▪ Dual concern model ▪ Value creation and claiming 	Course Outline Chapter 1 - Essentials of Negotiation	Clear articulation and commitment on course deliverables.
2	Distributive Negotiation <ul style="list-style-type: none"> ▪ Distributive bargaining situations ▪ Fundamental strategies ▪ Tactical tasks ▪ Positions taken during negotiations ▪ Hardball tactics 	Chapter 2 – Essentials of Negotiation Quiz 1	Introduction to the strategies and tactics of distributive negotiation.

3	Integrative Negotiation & Planning <ul style="list-style-type: none"> ▪ Integrative bargaining situations ▪ Fundamental strategies ▪ Types of interests ▪ Planning process and phases ▪ Tactical tasks 	Chapter 3 & 4 – Essentials of Negotiation Intro of Assignment 1	Introduction to the strategies and tactics of integrative negotiation.
4	Perception, Cognition, Justice, Relationship <ul style="list-style-type: none"> ▪ Perception and framing in negotiation ▪ Cognitive biases in negotiation ▪ Managing misperceptions and emotions ▪ Reputation, trust and justice ▪ Repairing a relationship 	Chapter 5 & 9 – Essentials of Negotiation Real Time 2 Party Negotiation Session 1 / Debrief Wine Master / Acquisition	Evaluating the role of emotional and psychological variables in conflict resolution.
5	Finding and Using Negotiation Power <ul style="list-style-type: none"> ▪ Definition of power ▪ Sources of power ▪ Dealing with powerful parties ▪ Influencing others in powerless position ▪ Assessment and use BATNA 	Chapter 7 – Essentials of Negotiation Real Time 2 Party Negotiation Session 2 / Debrief Discount & Hawkins / Tenancy Agreement	Evaluating the role of power in conflict. Approaches to redeem power in gain influence.
6	Ethics in Negotiation <ul style="list-style-type: none"> ▪ What do we mean by ethics? ▪ Ethical quandaries in negotiation ▪ Use of deceptive tactics and consequences ▪ Deception by omission and commission ▪ Dilemma of trust and honesty 	Chapter 8 – Essentials of Negotiation Reading – Ethics in Negotiations Real Time 2 Party Negotiation Session 3 / Debrief Pacific Sentinel / Departmental Conflict	Assessing and mooring the role of ethics in conflict negotiation.
7	Experiential Activity 1- Tool Game Theory in Negotiation <ul style="list-style-type: none"> ▪ Simultaneous and sequential games ▪ Prisoners dilemma ▪ Chicken game ▪ Stag hunt 	HBR Case – Beauregard Textile / Continental Airlines	Primer and exercise on a tool of analysis used in conflict management.
8	Global and Cross Cultural Negotiation <ul style="list-style-type: none"> ▪ Environmental context ▪ Influence of culture on negotiation ▪ Culturally responsive negotiation strategies ▪ Low / medium / high familiarity ▪ When in Rome do as the Romans do 	Chapter 11 – Essentials of Negotiation Quiz 2 Submission of Assignment 1	Contextualizing conflict and negotiation in cross cultural business relationships.

9	Midterms		
10	Multiple Parties and Teams <ul style="list-style-type: none"> ▪ Nature of multiparty negotiations ▪ Key terminologies ▪ Coalition building ▪ Alternate Dispute Resolution ▪ Behavioral strategies ▪ Third party involvement ▪ Conciliation, mediation, arbitration and litigation 	Chapter 10 – Essentials of Negotiation HBR Reading - Building Coalitions, Multiparty Negotiation: What Is It?, Mediation Process Intro to Assignment 2	Assessment of the formation, purpose, utility and challenges of multiparty negotiations.
11	Collective Bargaining <ul style="list-style-type: none"> ▪ Labor relations – its definitions and use ▪ Collective bargaining agreement ▪ Prerequisites and good faith ▪ Goals of union and management Unionism – trends and current debate	Reading: ILO Monograph on Collective Bargaining Real Time 3 Party Negotiation Session 4 / Debrief Pacrim / Trade Negotiation	Contextualizing the concepts of negotiation in labor and management relationship.
12	Crisis Management in Negotiation <ul style="list-style-type: none"> ▪ Scale of Conflicts ▪ Scope of Conflicts ▪ Conflict of Duty ▪ Conflict of Service ▪ Stakeholder analysis 	Reading: Stakeholder Analysis, Note on Crisis Negotiation Real Time 3 Party Negotiation Session 5 / Debrief Boston Sharks / Compensation	Assessing the impact of crisis on and skills needed to resolve high stakes conflict.
13	Capstone Negotiation Session <ul style="list-style-type: none"> ▪ Strategic planning ▪ Coalition building ▪ BATNA, ZOPA, red flags ▪ Power asymmetry 	Real Time 6 Party Negotiation Session 6 / Debrief Trek vs Chikara / Advertising Agency Contract	Comprehensive exercise to evaluate and resolve multiparty and multi issue conflict.
14	Historic Political and Business Treaties of the World <ul style="list-style-type: none"> ▪ Historic analysis of famous treaties of the world ▪ Interests, impact and resolution ▪ Retrospective view of conflict 	Submission and Presentation of Assignment 2	Evaluation of important treaties of the world from the point of view of negotiation.
15	Experiential Activity 2 – Skill Crisis Management at Bamra Border War <ul style="list-style-type: none"> ▪ Brinkmanship ▪ Stakeholder analysis in crisis ▪ Development of alternatives 	6 party War Oriented Scenario Activity	Practice of crisis management skills in an experiential learning setting.

16	Best Practices in Negotiation <ul style="list-style-type: none"> ▪ 10 best practices ▪ Willingness to walk away ▪ Intangibles, rationality, practicality and fairness 	Chapter 12 – Essentials of Negotiation Quiz 3	Summarization of concepts in a wrap up session.
----	---	---	---

Details of Assessments:

The teaching approach is primarily inductive. We learn by example. I have purposefully reversed the process of learning preferring an inductive approach to draw out your experiences. A variety of learning techniques will be used in this course; specifically, a combination of lecture, assignments, experiential exercises and role plays. Research shows that students learn best through application. My role as instructor is to provide the requisite guidance and to facilitate class discussion, self-learning and team dynamics. Therefore, a large emphasis is placed on class discussion, role play and practical application. As is true in so many things, the students will get out of this course what they put into it. Let me qualify the course deliverables in detail. The detail of assessments is as follows;

Real Time Negotiation Session (15%)

Groups will simulate a 30-40-minute real time negotiation session. Materials and information will be given a week in advance. Each side of the negotiation will be given a confidential stance. 5 such sessions will be held. We need to form six groups / couples to perform this activity. Please note we will cover various types of negotiations i.e. acquisition, tenancy, departmental SOPs, trade, compensation and advertising contracts. Each session will be followed by a debrief.

In Class Experiential Activity (20%)

You will immerse yourself in a real time experiential activity using the terminology, frameworks, and concepts from the course. This activity either imparts a key skill or introduces a useful tool that can be used in conflict resolution. You will be either asked to present or submit a report as an outcome of the activity. We will conduct 2 activities in the semester. Students can be graded in groups.

Quizzes (15%)

I believe in administering quizzes to clarify muddy points. Quizzes will be taken from the topics taught in the class. Ensure your attendance. Please note that a makeup quiz will not be taken. 3 quizzes will be taken in the semester. Students will be graded individually.

Assignments (15%)

Two assignments will be dispensed to evaluate conflict of a national / international nature and appraise the effort made for resolution of that issue. These assignment allows the student learn from the past. It also provides an opportunity to contextualize conflict management concepts to political, social, economic and environmental spheres. The assignments could be individually or group graded.

Mid Semester Exams (15%) & End Semester Exams (20%)

Exams will be held as per the schedule announced by the exam department.

Course Policies:

All participants of the course are expected to adhere the following policies.

Attendance Policy

Attendance will be marked at the start of the class and after the break in a three hour session. If you are not inside the classroom within 5 minutes of the start of class, please do not ask me to mark you present. I however would want you to attend the session. Please ensure that the 25% leverage provided to you in the attendance policy is used very judiciously.

Classroom Respect and Professionalism

Although individuals might not always agree, it is important and required that you always be respectful of others in the classroom and while working in your teams. All thoughtful and professional opinions and comments are welcome. Students should try to have a positive attitude and willingness to listen to other's opinions. By the way, this includes e-mail messages. Please be professional. I take this very seriously. Students who are unable to act professionally will be docked appropriately for class participation and will be asked to leave the classroom, and, depending on the situation, may be asked to leave the class permanently.

No Cell Phones, Laptops and Electronic Equipment

Electronic equipment, although convenient, often is the source of class disruption. As stated above, no class disruptions are allowed. This includes interruptions from electronic devices such as cellular phones, laptops, and/or tablets. Please ensure that you turn off or set all electronic equipment on a quiet setting prior to entering the classroom.

Academic Honesty and Integrity

Academic dishonesty will not be tolerated. I take personal offence to anyone who plagiarizes, cheats or is dishonest in any way on any assignment or exam. If any dishonesty occurs in this class, the offender will receive an automatic failing grade on the assignment, in the first instance. If it happens again he/she will be dismissed from the course with an F, and will be reported to the Office of the Dean, accordingly. In short, don't cheat, it's not worth it.

Deadlines

Deadlines will not be extended. Please ensure timely submissions.

Consultation Hours

I will be available on Thursday and Friday from 12:30 am till 4:00 pm for consultation.