

## **Negotiation and Conflict Management**

### **Course Details**

Course Title: Negotiation and Conflict Management

Course Code: MGT-846

Prerequisite: HRM Strategy & Practice

Program: MBA

Credit Hours: 3

### **Course Description**

We live and work in increasingly difficult and conflicted times. As change becomes the only constant, some critical factors have totally reshaped the management philosophy. Rapid technological advances, increased work pace, globalization, fierce corporate competition and the issues of work life balance are to name a few factors which have made today's work environment pressurized and stressful. Although, these glaring facts make conflict inevitable, yet very few of today's managers are equipped to deal with it in a systematic, scientific and informed way. Consequently, they perceive and deal with conflict relying on their instincts and previously learned habits which often escalate the issue in a vicious cycle. This course is aimed at a systematic analysis of conflict, its elements and its management.

### **Course Objectives**

1. To create awareness of individual differences and an in-depth understanding of perception, attitudes and causation of behavior
2. To define conflict, types of conflict and stages of conflict
3. To understand the causes of conflict and the concept of workplace frustration
4. To explore and discuss multiple conflict resolution strategies
5. To familiarize students with principles, concepts and processes of negotiation and to equip them with better understanding for collaborative decision making and problem solving

### **Learning Outcomes**

Upon successful completion of the course, the students would be able to

1. Demonstrate awareness of contextual issues that contribute to conflict
2. Analyze the nature of attitudes and how our own attitudes (anger and frustration) impact others especially at workplace
3. Describe the main sources and types of conflict

4. Demonstrate an understanding of the criticality of effective communication in conflict resolution
5. Understand and apply the key concepts of negotiation for effective negotiation
6. Discuss and debate various negotiation strategies and how to bargain skillfully

### Program Learning Goals and Objectives

#### General Learning Goals & Objectives MS HRM Program:

1. To develop a wider understanding of the HR discipline through a broad-based and in-depth curriculum that targets at developing both HR generalists and specialists.
2. To develop theoretically and conceptually strong graduates who can apply the knowledge gained to relate better with the problems of the local industry and who can recognize the global HR challenges.
3. To equip conceptually sound HR graduates with a requisite and contemporary HR skill-set required by the industry.
4. To train the graduates as potential researchers who can act as an interface between the industry and the academia and can generate industry grounded and relevant research.

<b>Mapping Program Objectives &amp; Goals with Course Learning Outcomes</b>		
<b>Program learning goals and objectives</b>	<b>Course learning objectives</b>	<b>Course evaluation item</b>
Goal 1: To develop a wider understanding of the HR discipline through a broad-based and in-depth curriculum that targets at developing both HR generalists and specialists.	<b>CLO (1 – 6)</b>	Quizzes, Assignments Cases and Exam
Goal 2 - To develop theoretically and conceptually strong graduates who can apply the knowledge gained to relate better with the problems of the local industry and who can recognize the global HR	<b>CLO (1, 5 &amp; 6)</b>	Exams and Final Project

challenges		
Goal 3 - To equip conceptually sound HR graduates with a requisite and contemporary HR skill-set required by the industry	<b>CLO (2, 4 &amp; 5)</b>	Quizzes, Assignments, Cases and Exam
Goal 4 - To train the graduates as potential researchers who can act as an interface between the industry and the academia and can generate industry grounded and relevant research.	<b>CLO (1 and 4-6)</b>	Assignments, cases

### **Required Course Material**

#### **Recommended readings**

- ***“Resolving Conflicts At Work”***, Kenneth Cloke & Joan Goldsmith
- ***“Managing Conflict and Workplace Relationships”***, Sandra D. Collins
- ***“The Essentials of Negotiation”***, Harvard Business School Press
- ***“Change Your Thinking”***, Sarah Edelman
- ***“Organizational Behavior”***, Fred Luthans
- ***“Conflict Management”***, Baden Eunson
- ***“Conflict Management and Resolution”***, Ho-Won Jeong
- ***“CONFLICT AND COMMUNICATION:A Guide “rough the Labyrinth of Conflict Management”***, Daniel Shapiro
- ***“Conflict Management in the Workplace”***, Shay & Margaret McConnon
- Negotiation. "Beyond Blame: Choosing a Mediator" by S. B. Goldberg, January 2006. Harvard Business School Publishing(271-275)
- Negotiator's Fieldbook. 2006. The American Bar Association (271-275)
- The Global Negotiator: Making, Managing and mending deals around the world in the twenty first century by Salacuse, Jeswald. 2003, Palgrave Macmillan.
- Carrell, Michael R.; Heavrin, J. D., Christina, Negotiating Essentials: Theory, Skills, and Practices, 1st Edition, 2007, pgs. 223-243. Pearson Education, Inc., Upper Saddle River, NJ.

## Course Evaluation (Grade Breakup)

Assignments: 10%

Project: 15%

Quizzes 15%

Midterm: 20%

Final: 40%

## Course Content (Weekly)

Weekly breakdown is given below:

Week	Lecture No. and Topic	Reading/Relevant Material
1	Contextual Analysis- Understanding the causation of behavior & Individual differences	Stanely Milgram's Experiment Stanford's Prison Experiment
2	Defining Conflict, its stages and types	Plato THE ALLEGORY OF THE CAVE Republic, VII 514 a, 2 to 517 a, 7
3	Intrapersonal Conflict	Albert Bandura's Experiments on Vicarious Conditioning Relevant material from The Reckoning by David Halberstam  Activity: Shockley-Zabalack Personal conflict style assessment
4	Intrapersonal Conflict Cognition & Beliefs	Relevant readings of Aron Beck and Albert Ellis
5	<b>Realistic Conflict Theory</b> -The psychology of attitudes & intergroup conflict	The Robbers Cave experiment Muzafer Sherif
6	Frustration at workplace- its role in conflict and frustration management (Workplace aggression can/should	Reading: Neuman and Baron (Antisocial behavior in organizations)

	be covered here as well)	
7	Strategies to resolve conflict- listen actively, empathetically and responsively	Organizational Behavior Case: Doing My Own Thing
8	Strategies to resolve conflict- Empathy-stop rewarding and learn from difficult behaviours (Organizational interventions/mechanism for conflict management can be added)	DON'T AVOID CONFLICTS-- MANAGE THEM Monci J. William- Source: Harvard Business Publishing Newsletters Readings: Conflict Resolution in the workplace: What will the future bring? Brubaker et al., Conflict resolution quarterly)
9	<b><u>Mid-Term Week</u></b>	
10	Article Discussion	TOO HOT TO HANDLE? HOW TO MANAGERELATIONSHIP CONFLICT Amy C. Edmondson; Diana McLain Smith
11	Types of negotiation and the four key concepts	TYPES OF NEGOTIATION: MANY PATHS TO A DEAL HBS Press; Harvard Business School Press
12	Preparing for negotiation	
13	Negotiation strategies	1) Mediation (Goldberg 271-275) and Love and Stulberg 271-275) 2) Negotiation models – Sylacuse 15-29) <b>3) <u>Integrative bargaining: Carrell and Heavrin 223-243)</u></b>
14	Mental errors in negotiation	
15	Negotiations with labor unions	

16	Book Chapter discussion	INTRODUCTION: WHAT'S THE POINT?--THE BASICS OF FAILURE AND SUCCESS IN NEGOTIATION STRATEGIES Danny Ertel; Mark Gordon
17	<b>Buffer Week</b>	
18		

### Course Policies

Assignments have to be submitted on due date. No late submission will be accepted.

- ✓ Students are required to submit typed assignments.
- ✓ Plagiarism will be dealt with strictly.
- ✓ Clear and accurate citations should be provided for all the published and unpublished works.
- ✓ Attendance will be taken in the first ten minutes of the session and any student coming late will be marked absent.
- ✓ Mobile phones need to be turned off

### Group Project

This project is essentially on the lines of an industry report whereby you will choose an organization for analysis. You are required, firstly, to choose a specific conflict and negotiation area e.g. ***supervisory attitudes as a context of conflict, Role of empathetic listening in conflict resolution***. Then your analysis would encompass a review, audit and critique of the organization's existing conflict management practices in that area while benchmarking it against the global and theoretical best practices. Finally you would be required to discuss as to why the gap exists within a **Pakistani context** and give some pragmatic recommendations.

Your project must have following milestones:

1. Literature review
2. Collecting primary data, observation, interviews etc.
3. Gap analysis
4. Reasons for gap
5. Valid conclusions and discussion
6. Recommendations

Some **methodologies** on your disposal are;

- Participant observation

- Survey
- Interviews etc

The project consists of a written report, group presentation and individual viva.

**Written Report:** The approximate word count is between 1000 - 1500. The limit does not include appendices, which you are free to use to provide charts, figures, or other material not necessary in the main body of your analysis. If you utilize any published works, please add the appropriate references. Appendices which are not directly reference in the main text will not be read.

Your written report will be graded based on the following criteria.

1. Use and understanding of course concepts
2. Understanding of the problem(s)
3. Primary research & Analysis & Valid conclusions
4. Writing-style-grammar
5. Overall analysis

**Group Presentations:** Your team should assume you are presenting to the board of directors of the firm, who do not know about the problem you are analyzing. It will be evaluated on the following criteria.

1. Problem definition – how well (thoroughly and concisely) do you describe the organizational context, the relevant parties, and the factors that are important to the problem?
2. Integration of course concepts with information about the company and problem.
3. Quality of oral presentation. Please ensure that you speak loud and clear.