Course Description
This course is designed to give students the concepts and skills needed to effectively diagnose and manage the various types of conflict that arise in the workplace. Students will be introduced to eight different models for diagnosing workplace conflict. They will be required to apply those models in specific workplace conflict situations both for purposes of identifying the underlying causes of the conflict and for developing effective strategies for resolution. Students will be taught how to effectively use negotiation and mediation as the primary methods for resolving workplace conflicts. Through lecture, discussion, video instruction, and extensive interactive exercises and role plays, students will gain a deeper understanding how proven conflict resolution techniques can be effectively used to manage and resolve conflict in the workplace and build healthier and more productive working relationships with managers, co-workers and subordinates.

Key Learning Objectives

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<th>How Objectives Will Be Measured</th>
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<td>Given specific workplace conflict scenarios, students will be able to effectively diagnose the underlying causes or “drivers” of the conflict</td>
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<td>Given specific workplace conflict scenarios, students will be able to identify the key “interests” of the parties involved and work with those</td>
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<td>Interest to establish a foundation for building stronger and more productive working relationships</td>
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<td>Given specific workplace conflict scenarios, students will be able to identify where problems exist with respect to appropriate “boundaries” and how a lack of understanding concerning boundaries can create unnecessary conflict.</td>
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<td>Students will be able to identify the various forms of conflict resolution commonly used by parties in the workplace and be able to describe the risks and benefits of each form.</td>
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<td>Students will be able to diagnose situations in the workplace involving a lack of trust among co-workers and be able to develop specific action plans for re-building the trust needed for productive working relationships.</td>
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<td>Students will be able to define the Six Step Model of Mediation and apply it to mediating workplace disputes</td>
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Students will learn the concepts and skills needed to effectively conduct team mediations in the workplace. Students will demonstrate their knowledge of how to conduct team mediations in the workplace by preparing a written planning instrument and managing simulated team mediations. Knowledge of key concepts will also be demonstrated through class discussions.

Students will learn how to conduct an arbitration involving an alleged breach of a union labor agreement. Students will demonstrate their knowledge of how arbitration can be used to resolve workplace grievances by their participation in written and oral exercises and a Mock Arbitration.

**Class Days and Times**

Friday, Sept. 5th, 4:00pm – 9:00pm  
Saturday, Sept. 6th, 8:30am – 5:30pm  
Sunday, Sept. 7th, 8:30 – 5:30pm

Friday, Sept. 12, 4:00pm – 9:00pm  
Saturday, Sept. 13, 8:30am – 5:30pm  
Sunday, Sept. 14, 8:30 – 5:30pm

**Required Books and Materials**


**Grading**

Class Participation - 25% (the class participation grade consists of attendance, contribution to class discussion and productive participation in role plays).

Final Exam - 75%
Class Policies

Class Attendance: Regular and punctual attendance is required. Missed classes will affect a student’s participation grade. Missing more than one class may result in an incomplete or significant reduction in a student’s grade. The instructor should be advised by e-mail in advance of any missed class or if the student anticipates the need to be late for class.

Questions outside of class: Questions are welcomed before and after class, as well as by e-mail or telephone.

Religious Observance: Students who must miss a class because of their religious observance must notify the instructor at least 24 hours in advance of such class.

Disability Accommodations: Students needing academic accommodations for a disability must first contact Services for Students with Disabilities (214-768-4557) to verify the disability and establish eligibility for accommodations. They should then schedule an appointment with the professor to make appropriate arrangements.

Class Decorum: Turn off all cell phones or pagers. Do not read newspapers, books for other classes, or other outside reading material during class. Laptops are to be used solely for classroom purposes. E-mailing or using the internet is rarely related to a legitimate classroom purpose. Arriving late or leaving early should occur on rare occurrences. If necessary, please do so with a minimum of disturbance to other students. Please notify the instructor in advance of there is a need to leave early.

Honor Code: Students are reminded of the SMU Honor Code as referenced in the Student Handbook. Intellectual integrity and academic honesty are both the foundation and the goals for this program. Please reference and review the university policies on the responsibilities, policies and penalties regarding academic honesty. For a full text of the policy, see the following link:
http://www.smu.edu/studentlife/PCL 05 HC.asp
Class Schedule

Friday, September 5th

Topic: Introduction to Conflict in the Workplace; Understanding the need to effectively diagnose the sources of conflict; Overview of the Circle of Conflict Model

Reading: Conflict Resolution Toolbox, Chapters 1, 3 and 4; pgs 1-18 and 26-60

Saturday, September 6th, Morning

Topic: Diagnosing workplace conflict and developing strategies for management and resolution using the Triangle of Satisfaction Model and the Boundary Model

Reading: Conflict Resolution Toolbox, Chapters 5 and 6; pgs 61-108

Saturday, September 6th, Afternoon

Topic: Diagnosing workplace conflict and developing strategies for management and resolution using the Interests, Rights and Power Model and the Dynamics of Trust Model.

Reading: Conflict Resolution Toolbox, Chapters 7 and 8; pgs 109-166
Sunday, September 7th, Morning

Topic: Diagnosing workplace conflict and developing strategies for management and resolution using the Dimensions of Conflict Model, the Social Style Model, and the Moving Beyond Conflict Model.

Reading: Conflict Resolution Toolbox, Chapters 9, 10 and 11; pgs 167-253.

Sunday, September 7th, Afternoon

Topic: Introduction to the concept of Workplace Mediation; Understanding the Six Step Model of workplace mediation; Overview of how mediation can be used with organizational disputes.

Reading: The Essential Guide to Workplace Mediation, Chapters 1-5, pgs 1-65

Friday, September 12th

Topic: Understanding how to use Mediation to resolve team conflict.

Reading: The Essential Guide to Workplace Mediation, Chapters 6 and 7, pgs 66-100

Saturday, September 13th, Morning

Topic: How to make Mediation an integral part of an organization’s culture, review of actual cases.
Reading: The Essential Guide to Workplace Mediation, Chapters 8-11, pgs 100-137

Saturday, September 13th, Afternoon

Topic: The philosophy and processes of mediation.
Reading: The Essential Guide to Workplace Mediation, Chapters 12 -15, pgs 137-184

Sunday, September 14th, Morning

Topic: Using Arbitration to Resolve Employee Grievances
Reading: TBD – Handouts will be given.

Sunday, September 15th, Afternoon – Final Exam