

POL-2041: CONFLICT RESOLUTION AND MANAGEMENT

Cuyahoga Community College

Viewing: POL-2041 : Conflict Resolution and Management

Board of Trustees:

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Academic Term:

Fall 2021

Subject Code

POL - Political Science

Course Number:

2041

Title:

Conflict Resolution and Management

Catalog Description:

Explore the role and nature of conflict in personal, professional, and community lives. Learn essential theories that inform constructive responses to conflict and understand core skills that help prevent and de-escalate intense conflict situations. Conflict in human interaction is addressed through an interdisciplinary approach that includes conflict analysis, focusing upon conflict prevention, reduction, and de-escalation techniques. Includes intrapersonal intelligence theories and their affect in interpersonal interactions. Also covers symbolic systems of meaning making and how to apply them for understanding human actions and conflict.

Credit Hour(s):

3

Lecture Hour(s):

3

Requisites

Prerequisite and Corequisite

ENG-1010 College Composition I; or departmental approval.

Outcomes

Course Outcome(s):

Analyze different aspects of conflict which are relevant to their resolution or management.

Objective(s):

1. Distinguish both the positive and negative roles of conflict in human interaction.
2. Analyze different cultural and gender views and responses to conflict management and strategies.
3. Evaluate identify interests and needs versus positions within a conflict.
4. Assess positionality and variable responses to conflict based upon individual characteristics.
5. Analyze power dynamics in conflict interactions and assess the social and structural context within which conflict occurs.
6. Compare "individual conflict styles" including attitudes, emotions, behaviors habits, and beliefs related to conflict in order to manage conflict more effectively.
7. Distinguish conflict styles in communication.

Course Outcome(s):

Analyze complex communication and interactions.

Objective(s):

1. Understand clear and effective communication skills in writing, speaking and non-verbal choices.
2. Assess appropriate and inappropriate uses of electronic communication such as e-mail and text-messaging, and produce constructive examples of electronic communication.
3. Analyze communication barriers in conflict situations.

4. Dramatize constructive and destructive non-verbal communication.
5. Analyze and demonstrate different types of listening responses.

Course Outcome(s):

Master understanding of the eight-step conflict resolution model and other conflict management skills including active and other forms of listening, reframing, assertion, negotiation, brainstorming, and an informal problem-solving model to address conflict situations.

Objective(s):

1. Demonstrate effective brainstorming during the problem-solving phase of managing a conflict.
2. Illustrate the submissive-assertion-aggression continuum.
3. Develop assertion messages and demonstrate the assertion process to de-escalate or resolve conflict in dramatizations.
4. Construct a conflict escalator representation of behaviors and emotions in a conflict and supply options for intervention at multiple levels.
5. Demonstrate proficiency applying the appropriate conflict resolution model.
6. Choose and evaluate the basic steps one might use to negotiate the parties' needs in an appropriate manner.
7. Assess inappropriate strategies in various situations and supply alternate responses to meet needs.
8. Appraise a situation and suggest constructive conflict management alternatives to threatening or violent behavior.

Course Outcome(s):

Compare the public forms of conflict resolution, arbitration, negotiation, mediation, and group facilitation.

Objective(s):

1. Examine and/or analyze strategies, context, and attributes of negotiation.
2. Examine and/or analyze strategies, context, and attributes of arbitration.
3. Analyze strategies, context, and attributes of mediation and its different forms such as victim-offender, transformative, etc.
4. Analyze strategies, context, and attributes of group facilitation and the different forms of dialogue practices and processes.

Course Outcome(s):

Apply theoretical concepts of emotions and emotional states to conflict situations.

Objective(s):

1. Analyze the connection between emotional basis of perception and conflict responses.
2. Examine the physiological reasons for emotions and categorize them according to logical patterns.
3. Appraise and practice management of students' own emotions and behaviors.
4. Dramatize constructive methods of anger management skills in conflict situations.

Methods of Evaluation:

1. Written assignments such as journal entries and summaries of readings and papers
2. Case study analyses
3. Small group projects
4. Presentations
5. In-class group analysis and role-playing through a variety of proposed conflicts
6. Written quizzes and examinations

Course Content Outline:

1. Understanding conflict
 - a. Positive outcomes of conflict
 - b. Negative aspects of conflict
 - c. Bias and beliefs, values, cultural differences, developmental differences
 - d. Deconstructing positive and negative conflict in human interaction
 - e. Human needs theory
 - f. Social identity theory
 - g. Power dynamics and theories of power
 - h. Past experiences and learned behavior when dealing with conflict

2. Conflict styles and conflict intelligence
 - a. Benefits and weakness of each conflict style
 - b. When to use various conflict styles
 - c. Components of conflict styles
3. Role of cognition and emotions/feelings in conflict
 - a. Social and emotional intelligence
 - b. Emotions in perception and conflict
 - c. Physiological reason for emotions
 - d. Logical patterns to emotions
 - e. Acknowledging and managing emotions within the self
 - f. Applying knowledge of emotions to help others
 - g. Anger-management
4. Communication/listening skills
 - a. Complexity of inter-personal and small group communication
 - b. Understanding the natural process of group dynamics
 - c. Verbal communication: language, voice, tone, and cadence
 - d. Nonverbal communication: body language, use of space, and facial expression
 - e. Communication techniques: Paraphrasing, empathizing, reflecting, and asserting
 - f. Open-ended questions
 - g. Perspective taking
5. Submissive-assertion-aggression continuum
 - a. Types of assertion messages
 - b. Assertion process
6. Problem solving
 - a. Perception
 - b. Different points of view – perspective taking
 - c. Strategies to negotiate needs
 - d. Brainstorming
 - e. Selecting from options and making an action plan
7. Public forms of conflict resolution
 - a. Negotiation
 - b. Arbitration
 - c. Mediation
 - d. Dialogue processes
8. A basic eight step model for managing conflicts
 - a. Creating an effective climate
 - b. Clarify perceptions
 - c. Focus on needs and interests
 - d. Build shared positive power
 - e. Look toward future, learn from past
 - f. Generate options
 - g. Select workable options
 - h. Develop mutually beneficial agreements

Resources

Bolton, Robert. (1986) *People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts*, NY: Simon and Schuster.

Fisher, Roger and William Ury. (2011) *Getting to Yes: Negotiating Agreement Without Giving In*, NY: Penguin.

Thomas, Kenneth W. and Ralph H. Kilmann. (2002) *Thomas-Kilmann Conflict Mode Instrument*, Palo Alto, CA: Consulting Psychologists Press, Inc.

Weeks, Dudley. (1994) *The Eight Essential Steps to Conflict Resolution*, NY: Putnam-Penguin.

Corvette, Barbara. (2008) *Conflict Management: A Practical Guide to Developing Negotiation Strategies*, UK: Pearson Education.

Coleman, Peter T. and Robert Ferguson. (2015) *Making Conflict Work: Harnessing the Power of Disagreement*, New York: First Mariner Books.

Mayer, Bernard. (2012) *The Dynamics of Conflict: A Guide to Engagement and Intervention.*, San Francisco, CA: Jossey-Bass.

Hocker, Joyce L. and William W. Wilmot. *Interpersonal Conflict*. 10th ed. New York, NY: McGraw-Hill Education, 2018.

Coleman, Peter T., Morton Deutsch, and Eric C. Marcus. *The Handbook of Conflict Resolution: Theory and Practice*. 3rd ed. San Francisco, CA: John Wiley and Sons, 2014.

Barash, David P. and Charles P. Webel. *Peace and Conflict Studies*. 4th ed. Thousand Oaks, CA: SAGE Publications, Inc., 2018.

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