



**INSTITUTE OF BUSINESS & MANGEMENT (IB&M)**  
**UNIVERSITY OF ENGINEERING AND TECHNOLOGY**  
**(UET), LAHORE**



**COURSE OUTLINE**

Course: **Conflict Management**  
Semester: **7th**  
Instructor: **Ms. Rabia Naseem**  
E-mail: **rabianaseem0@gmail.com**

Course Code:  
Class: **BBA (Hons)**  
Pre-requisite (if any):  
Office Hours: Thurs, 02:00-03:00pm

**Course Introduction:**

The workplace is a site of intensive social interaction. Relationships at workplace can be formal, informal, friendship-based, structural, collegial, reporting based etc. Such a lot of relationships may result in conflicts due to their complexity. **Workplace conflicts** damage the employees' involvement and as well as the organization. The employees get affected due to these conflicts in terms of their attitudes, behaviors, on job performance, interpersonal skills and abilities. In the same way conflicts affect the organization too in terms of employees de-motivation, low morale, employee performance & overall performance of the organization. Along with that this course will discuss the concept of workplace conflict and its management and resolution, its relevance to the employee as well as employer, so that organization shall survive in this ever-competitive and dynamic world. This course is aimed to disseminate that how conflict (and/or negotiation) management as proper discipline is evolved and how it can help us in organizational settings. The core concepts shall be discussed with examples from the locale around us. It shall also give you understanding of the tools and techniques used by conflict practitioners and negotiators/arbitrators/ mediators etc. Through reading assignments, lectures, field visits, invited talks, discussions, classroom speaking-listening-critiquing; you shall be able to nurture your understanding of, and skills.

**Learning objectives**

Upon successful completion of Conflict Management, students should be able to:

- Know the history of conflict and its emergence as a proper discipline.
- To demonstrate fluency in the use of conflict resolution terms, frames, and concepts
- To describe methods used to analyze conflict situations and design a resolution plan
- To understand the underlying principles to consider when conducting a conflict management program
- To identify and demonstrate knowledge, skill, and ability in using models of conflict management and resolution

Sr#	Course Learning Objectives	Link with Program Learning Objectives
1.	Know the history of conflict and its emergence as a proper discipline.	
2.	To diagnose and resolve the conflict.	
3.	Acquaint with the knowledge about conflict and its dynamics.	
4.	Negotiate effectively by analysing negotiation situations.	

#### **Textbooks:**

- **Conflict management: a practical guide to developing negotiation strategies**  
By Barbara A. Budjac Corvette, Pearson Prentice Hall, 2<sup>nd</sup> Edition

#### **OPTIONAL:**

- **Resolving Conflict: Establish Trusting and Productive Relationships in the Workplace**  
By Shay McConnon, Margaret McConnon, Communicators, 2002, 3<sup>rd</sup> Edition
- **Managing Conflict in Organizations**  
By Rahim, M. A. (2010). New Brunswick: Transactional Publishers. 4<sup>th</sup> Edition

#### **Journals:**

Sorenson, R. L. (1999). Conflict management strategies used by successful family businesses. *Family business review*, 12(4), 325-340.

Valentine, P. E. (2001). A gender perspective on conflict management strategies of nurses. *Journal of Nursing Scholarship*, 33(1), 69-74.

Ohbuchi, K. I., Fukushima, O., & Tedeschi, J. T. (1999). Cultural values in conflict management: Goal orientation, goal attainment, and tactical decision. *Journal of Cross-Cultural Psychology*, 30(1), 51-71.

#### **Electronic resource(s):**

[http://conflict911.com/resources/Conflict Quizzes and Assessments/](http://conflict911.com/resources/Conflict_Quizzes_and_Assessments/)

<http://workplaceconflictresolution.com.au/blog/>

<https://www.law.utah.edu/so-little-time-so-much-to-read-conflict-management-blogs-i-follow/>

<https://books.google.com.pk/books?id=wJFDkEHJZ0C&printsec=frontcover&dq=subject:%22Conflict+management%22&hl=en&sa=X&ved=0ahUKEwjye6HiZjWAhXBBBoKHTrRA-4Q6AEIMDAC#v=onepage&q&f=false>

<https://www.skillsyouneed.com/rhubarb/negotiation-across-cultures.html>

<http://www.managementstudyguide.com/role-of-communication-in-negotiation.htm>

[http://www.zeepedia.com/read.php?conflict diagnosis who needs to know about conflict diagnosis steps in conflict diagnosis conflict managment&b=30&c=6](http://www.zeepedia.com/read.php?conflict%20diagnosis%20who%20needs%20to%20know%20about%20conflict%20diagnosis%20steps%20in%20conflict%20diagnosis%20conflict%20managment&b=30&c=6)

<http://www.huffingtonpost.com/anne-loehr/leadership-guide-for-hand b 5327795.html>

## Detailed Weekly Plan

### BBA-2013

Week no.	Topics to be covered in the course	Learning Objective of this topic	Expected Outcomes from Students	Link with course learning objectives	Teaching Method	Assessment Criteria
1.	Introduction to conflict management	<p>Why conflict exists?</p> <ul style="list-style-type: none"> <li>- History of conflict</li> <li>- Conflict Management as a discipline</li> <li>- Contribution of other disciplines in Conflict and Negotiation Management</li> </ul>	<p>To learn the nature of conflict and its relationship to negotiation</p> <p>To assess your personal approach to conflict</p> <p>To use systems thinking to diagnose and analyze conflict</p> <p>To understand the difference between managing, resolving and analyzing conflict</p>	To provide an understanding of what conflict management p is all about.	Lecture Group discussion	Class Activity: exercises
2.	Defining negotiation and its components	<p>Definition and magnitude of definition</p> <p>There are the limits to what is negotiable</p> <p>To identify the components of negotiation performance</p>	<p>Use the Negotiator's Probe and other tools to conduct creative concession bargaining and overcome impasses.</p> <p>Effectively diffuse emotional situations and maintain positive negotiating climates.</p> <p>Effectively manage team negotiating situations.</p> <p>Eliminate the most common negotiation mistakes.</p> <p>Use creativity and value-based negotiating to achieve successful closure.</p> <p>Define, use when appropriate, and defend against common tactics.</p>	Unleashing negotiation among students.	Lecture Group discussion	Class activity
3.	Personality, emotions and power	<p>To learn what comprises personality</p> <p>To learn key aspects of major personality theories most relevant to conflict, negotiation and persuasion</p> <p>To assess key aspects of your personality</p>	<p>Negotiate with greater confidence knowing oneself</p> <p>Influence positively the outcomes of your negotiations</p> <p>achieve win-win outcomes in negotiations through emotional intelligence</p>	Nexus of personality and conflict	Lecture Case study: Lego	Class Activity / Assignment

4.	Rules of negotiation and common mistakes	<p>Explain the role collaborative negotiations play in today's business relationships.</p> <p>Overcome any natural reluctance to negotiate.</p> <p>Define and set desired outcomes, goals, least acceptable, and alternative options.</p> <p>Manage ego and trust issues to assure a successful negotiation.</p> <p>Understand the difference between positions and interests and satisfy interests.</p> <p>Analyze and select negotiating strategies to favor your situation.</p> <p>Plan negotiations more strategically and comprehensively.</p>	<p>To learn common mistakes while negotiating</p> <p>To recognize framework for negotiation strategies</p> <p>To learn guiding principles for conducting negotiations</p>	<p>Providing insight into mistakes person usually commit in dealing with a conflict.</p>	<p>Lecture Group Discussion Case Study</p>	<p>Quiz</p>
6.	Culture, gender and conflict management	<p>Understanding how to properly integrate your own personal negotiation style into a cross-cultural setting is vital for success in global markets.</p> <p>Make sure you do your research before you engage in a negotiation with someone from a different culture.</p> <p>Gender does matter.</p>	<p>There are some cultures that like to have a team of negotiators rather than just a single negotiator.</p> <p>Other cultures want to create a friendly relationship. That is to say, they may want to know the person with whom they're doing business.</p> <p>Others care little about the people and just want the contract signed or price agreed.</p> <p>There are cultures that like to stay silent and others that have a penchant for storming out of negotiations.</p> <p>Some cultures see the negotiation as a battle that must be won; others want a win-win outcome.</p> <p>Males and females deal with the conflict differently</p>	<p>Culture and gender governs our social and personal lives.</p>	<p>Lecture Group Discussion Class activity</p>	<p>Assignment Quiz</p>
7.	Communication in negotiation	<p>An effective communication is directly proportional to an effective</p>	<p>Be a good listener. Judge the content, not the delivery.</p>		<p>Lecture Class activity</p>	

		negotiation. The better the communication is the better the negotiation would be. Discussion does not mean fighting and shouting, instead it is simply the exchange of one's ideas, thoughts and opinions with each other. One needs to have excellent communication skills for a healthy and an effective discussion. Communication is an art and one should master it to excel in all kinds of negotiation. The other person will never come to know about your thoughts and ideas unless and until you share it with them. One can't see your grey matter. Lot depends on how you speak.	Don't over-react. Be flexible. Resist distractions. Exercise the mind. Keep an open mind.	Awareness about verbal and non-verbal components of communication in managing conflict.	Case Study: Atlas Honda Pakistan	Quiz Assignment.
8.	<b>Mid-Term Examination</b>					
9.	Conflict diagnosis	Conflict diagnosis is a structured process for understanding and responding to interpersonal conflicts, disputes, and transactions. Conflict diagnosis provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict. It also serves as a clear guide for the development of strategies for addressing conflict, including the selection of dispute resolution processes and providers. In a sense, conflict diagnosis provides the basis for designing methods of producing maximally good conflict in any conflict situation. Conflict resolution poses the most pain and the least gain when the parties are able to cooperate rather than having adversarial approach	Ten steps of conflict diagnosis To identify all individuals involved in and affected by the conflict so that resolution can be all-inclusive To identify all relevant issues (real and perceived) so that resolution can be complete To identify appropriate processes to address the situation so that resolution can be timely and cost-effective	Awareness about root causes and sources of conflict.	Lecture Group discussion	Class Activity
10.	Conflict diagnosis	Same as above	Same as above	Same as above		Quiz

					Lecture	Assignment
11.	Leader and conflict management	Being a manager how to deal with a conflict Which styles suits the leader's or manager's personality.	Students will develop a comprehensive set of practical skills and tools to deal with the disputes within an organization. Students will come to realize that serving as a leader is more than holding a position	Will explore and discover what they need to maintain a sense peace within an organization.	Lecture Group discussion	Quiz
12.	Dispute/conflict resolution	Students will be known about - Negotiation - Mediation - Conciliation - Arbitration - Adjudication - ADR Laws in Pakistan	Students will recognize the nature of conflict and its impact on interpersonal relationships and organizations. Students will demonstrate the role of communication in generating productive conflict outcomes and to use communication skills effectively in a rage of specific conflict situations. Students will effectively utilize and apply conflict intervention strategies such as coaching, negotiation, mediation, and system design in the management and resolution of conflict.	Will integrate and appropriately apply a broad range of theoretical concepts, processes and methodologies in analyzing, managing and resolving conflicts relevant to their emphasis of study.	Lecture Case study McDonalds	Assignment
13.	Dispute/conflict resolution	Same as above	Same as above	Same as above	Lecture Group discussion	Quiz
14.	Class presentations	Will be decided accordingly.	Will be a part of sessional marks	Understanding of learned concepts		Assigned topics
15.	Class presentations					Discussion
16.	<b>Final-Term Examination</b>					

**Grading Scheme:**

Mid Term	30%
Final Exam	40%
Presentation(s)	10%
Assignments	05%
Class activities/participation	05%
Quizzes	10%
<b>Total</b>	<b>100%</b>

There will be a closed-book mid-term exam (minimum duration 1 hour) and final-term exam (minimum duration 1.5 hours) in which material from lectures, assigned readings/handouts, and the textbook will be covered. The exams will test your understanding of the course material and your ability to apply the concepts learned.

Prior Preparation, Regular Attendance, and Professional Participation in all classes is expected and rewarded. Come to the Class prepared to lead the class discussion for analytical interpretations, alternative strategies, and persuasive solutions.

**Attendance Requirements:**

- Students failing to maintain a minimum attendance of 75% in a subject during a semester shall be awarded a "WF" grade.
- It is strongly recommended that students attend every class session.

**Classroom Behavior:**



In class all cell phones must be turned off or set on “silent mode.” During lectures use of mobile phone or other gadgets without the permission of instructor is not allowed.

**Students Responsibilities:**

The Participant is responsible for all information presented in class (unless told otherwise) and all information in the reading assignments, whether or not covered by the instructor. In case of absence it is the participant’s responsibility to get class notes, handouts, and/or directions from a classmate.

**Honesty Policy:**

A Participant found in cheating on any exam/ assignment/ project will receive no credit (i.e. no grade) for that exam/ assignment/ project.

**Note:** Kindly arrive on time and leave as scheduled. Quality of (almost) all communications, written and oral, will be evaluated.

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