

CONFLICT AND DISPUTE RESOLUTION

80-242, SPRING 2010

GENERAL COURSE INFORMATION

Time: Sunday and Tuesday 10:30-11:50 AM

Room: CMUQ 1190

INSTRUCTOR

Name: David Emmanuel Gray

Office: CMUQ 1039

Email: degray@qatar.cmu.edu

Office Hours: Sunday 8:00-10:00 AM

Monday 2:00-4:00 PM

Tuesday 8:00-10:00 AM

Wednesday 2:00-4:00 PM

Thursday 8:00-10:00 AM

ANNOUNCEMENTS AND UPDATES

Important course information will be posted on the Blackboard for this class on the web. Please routinely check for updates at:

<http://blackboard.qatar.cmu.edu/>

REQUIRED TEXTS

- Dean G. Pruitt and Sung Hee Kim. *Social Conflict: Escalation, Stalemate, and Settlement*. Third Edition. New York: McGraw-Hill, 2004.
- Roger Fisher, William Ury, and Bruce Patton. *Getting to Yes: Negotiating Agreement Without Giving In*. Second Edition. New York: Penguin Books, 1991.

Additional readings will be made available in PDF format on Blackboard.

COURSE DESCRIPTION

Conflict is an intractable feature of human life, whether occurring between family members, friends, coworkers, political organizations, nations, and even within oneself. Resolving conflicts like these may be handled informally between the disputants themselves or it may require formal negotiations with the assistance of impartial mediators. In either case, conflict resolution is a necessary skill. No matter what discipline, career, or industry you pursue, you will often find yourself in situations where your responsibility exceeds your authority. That is, your decisions will often affect others who feel—whether rightly or not—that they should have a say in the matter. Most of your interactions with others will therefore involve negotiating potential conflicts. As a result, you must be prepared to negotiate (usually informally) with others to get your job done, to advance your career, and even to maintain meaningful personal relationships with your family and friends.

In order to help prepare you, we will begin the course by analyzing the nature and structure of conflict while having you reflect on how you handle the conflicts in which

you find yourself. Then we will examine models attempting to explain the social-psychological factors that cause conflicts to persist and escalate in tension. Following that, we will look at strategies for resolving conflicts with an emphasis on an integrative approach to negotiation where the parties engage in cooperative problem solving, seeking resolutions that satisfy the interests of all involved. I will argue that such an approach to conflict resolution offers the best possibility for reaching wise agreements that satisfy everyone and preserve amicable relations between them.

Conflict resolution is not a science, however, but an art. As such, it requires practice. So throughout the course, you will participate in conflict resolution simulations that give you opportunities to exercise your powers of communication and persuasion, and to practice conflict resolution tactics. A small part of your final grade will be determined based on how well you do for yourself in these simulations. All this will culminate in the final part of the course where you and a partner will negotiate with another team over some issue in front of the class. Your peers will judge your team's effectiveness and fairness in negotiating. If you take them seriously, these simulations can teach you a great deal about yourself and help improve your conflict resolution skills. Ultimately, I hope that you finish this course a more reflective and effective negotiator, prepared to handle the inevitable conflicts you will face in both your private and public life.

COURSE OBJECTIVES

By the end of this term, I expect that you will:

- Understand an intellectual framework, based on social-psychological theory, explaining the nature of conflict, its inevitability, and its potential resolution;
- Reflect on and develop your own approaches to handling conflict;
- Learn basic strategies for conflict resolution; and
- Experience firsthand the conflict resolution process in a variety of contexts.

Each course requirement is designed with these objectives in mind.

COURSE REQUIREMENTS

Participation Points	= 10%
Quizzes	= 20%
Unit Exams	= 30% (2 @ 15% each)
Personal Conflict Style Paper	= 15%
Conflict Resolution Analysis Paper	= 25%

Conflict resolution is a full-contact sport, but conducted as a cooperative process. Together, we wrestle with problems and not attack each other. Classes will typically follow an interactive lecture format, with time set aside for conflict resolution simulations of varying length. As a result, the quality of the course depends critically on the quality of each individual's preparation, attention, and participation. The purpose of us coming together as a class is to engage in both learning and problem-solving together.

To help in your learning, I strongly encourage you to also discuss this course's issues outside of class with your fellow classmates, friends, and family, as well as with myself.

However, all written work must be done independently, unless otherwise noted. You are all expected to be familiar with the university policies on cheating and plagiarism. If you have any questions, please ask; do not assume.

GRADING SCALE

Each assignment will be graded on a 100-point scale. Unless you are notified of otherwise, the grading distribution will be as follows:

90.0–100	A	60.0–69.9	D
80.0–89.9	B	0–59.9	R
70.0–79.9	C		

Your final course grade will be on the same 100-point scale, with each assignment weighted as indicated in the course requirements section above.

COURSE SCHEDULE

INTRODUCTION – COOPERATION AND COMPETITION [# of Pages Assigned]

January 10: Course Introduction.	
January 12: Michel de Montaigne, “One man’s profit is another man’s loss” (handout).	
Nicolo Machiavelli, “Cruelty and mercifulness; and whether it is better to be loved or feared” (handout).	
Thomas Hobbes, “Of the NATURAL CONDITION of MANKIND, As Concerning Their Felicity, and Misery” and “Of the First and Second NATURAL LAWS and of CONTRACTS” (handout).	[9]

UNIT I – CONFLICT AND YOU

January 17: <i>Social Conflict</i> , Chapters 1 and 2.	[34]
January 19: <i>Social Conflict</i> , Chapter 3, only read pages 37–47 .	
William Wilmot and Joyce Hocker, “Styles and Tactics” (handout).	[19]
January 24: William Wilmot and Joyce Hocker, “Avoidance and Accommodation” (handout).	[10]
January 26: William Wilmot and Joyce Hocker, “Compromise and Collaboration” (handout).	[9]
January 31: <i>Social Conflict</i> , Chapter 3, only read pages 47–62 .	[16]
February 2: <i>Social Conflict</i> , Chapter 4.	
William Wilmot and Joyce Hocker, “Competition” (handout).	[26]

February 4: **Personal conflict style paper due by 12:00 PM (noon) via TurnItIn.**

UNIT II – THE PERSISTENCE OF CONFLICT

February 7: <i>Social Conflict</i> , Chapter 5.	[14]
February 9: <i>Social Conflict</i> , Chapter 6.	[20]
February 14: <i>Social Conflict</i> , Chapter 7.	[30]
February 16: <i>Social Conflict</i> , Chapter 8.	[18]
February 21: <i>Getting to Yes</i> , Chapter 1.	[12]
February 23: First midterm exam.	
February 28: No class.	

March 2: No class.

UNIT III – STRATEGIES FOR CONFLICT RESOLUTION

March 7: <i>Social Conflict</i> , Chapter 9.	[18]
March 9: <i>Getting to Yes</i> , Chapters 2 and 3.	[39]
March 14: <i>Social Conflict</i> , Chapter 10, only read pages 189–213.	[25]
March 16: <i>Getting to Yes</i> , Chapters 4 and 5.	[39]
March 21: <i>Getting to Yes</i> , Chapters 6, 7, and 8.	[47]
March 23: <i>Social Conflict</i> , Chapter 10, only read pages 213–225.	[13]
March 28: <i>Social Conflict</i> , Chapter 11.	[33]
March 30: Second midterm exam.	

UNIT IV – CONFLICT RESOLUTION SIMULATIONS

SCHEDULE SUBJECT TO CHANGE BASED ON FINAL COURSE ENROLLMENT NUMBERS.

April 4: Conflict resolution simulation.

April 6: Conflict resolution simulation.

April 11: Conflict resolution simulation.

April 13: Conflict resolution simulation.

April 18: Conflict resolution simulation.

April 20: Conflict resolution simulation.

TBA (see finals schedule): Final conflict resolution simulation.

April 29: **Conflict resolution analysis paper due by 12:00 PM (noon) via TurnItIn.**

EXPLANATION OF ASSIGNMENTS

Reading: Most days of class will have an assigned reading (see the course schedule) that you will be expected to have read and thought about before class. This will allow us to devote more time to collaborate in understanding and assessing these texts. Hence, you need to do more than merely peruse the readings: you must endeavor to understand the author's main points and explanations. In some cases, this may take multiple readings to accomplish. However, reading assignments are relatively short so that this is feasible. In addition, it is good to take notes while reading, so that you can remember the main points of what you have read. Finally, feel free to bring questions to class.

Class Attendance: This course is heavily experiential; class attendance and active participation are very important in understanding the class material and developing the skills this course seeks to impart. Therefore, you are expected to participate thoughtfully, to take notes, and to have a grasp of what was accomplished in each meeting.

Most importantly, many times throughout the semester you will play a role in a simulated conflict resolution and evaluate your classmates when they do likewise. These role-plays will allow you to experience some of the pressures and dynamics of conflict resolution, test different bargaining styles, and see the myriad of ways the same conflict might be resolved.

Given the importance of simulations in this course, it is critical that you actually do them and take them seriously. When you are not present in class, it complicates matters for me and takes away from your classmates their chance to learn. For that reason, **YOU CAN MISS – AT MOST – ONLY THREE CLASSES**, and then only for a serious personal matter

or an on-site visit to a company for a job. To do so, you must notify me at least two days in advance. Each absence that does not qualify will result in a half-grade penalty from your final grade. **IF YOU DO NOT FEEL YOU CAN MEET THIS REQUIREMENT, PLEASE CHOOSE ANOTHER COURSE.**

Participation Points: To further encourage serious participation in the course, participation points will be awarded throughout the semester, which will count for 10% towards your final course grade. The single largest source of these points will come from the results of your participation in the conflict resolution simulations; the better you do for yourself, the more points you earn. At the end of the semester, your participation points grade will be calculated using the average number of points earned per student in the class, the class' standard deviation from this average, and your number of points. Being exactly on the average will earn you a B+ (87.5) for your participation points grade. Being above average will raise your grade; being below average will lower it. Note that it is possible for a person's participation points grade to be higher than an A+ (100), so you have every incentive to strive for more points. The precise formula will be calculated at the end of the semester to ensure a reasonable statistical distribution of grades (to prevent it being all As and Ds, for instance).

Quizzes: Throughout the semester, there will be thirteen short quizzes, with the lowest three grades being dropped, so your highest ten will each count for 2% towards your final course grade. These quizzes will assess your understanding of both the reading and what we have covered in class. Generally, they will consist of three or four fill-in-the-blank questions and one or two short answer questions. These questions ought to be relatively straightforward for anyone who has done the reading and attended class. Each quiz will be graded on the 100-point scale and will not be curved.

Each quiz will be given promptly at the start of class at 10:30 AM. If you come in late before they are collected, you will not be given extra time. If you come in after they are collected, you will have missed your chance to take the quiz. **SO ARRIVE PROMPTLY FOR CLASS EACH DAY.** Quizzes will not be announced in advance and cannot be made up. The reason that three of your quizzes are dropped is to give you the freedom to miss or do poorly on a few quizzes with no questions asked. To summarize: **THERE WILL BE NO MAKE-UP QUIZZES.**

Papers: There will be two papers, the first counting for 15% towards your final course grade and the second for 25%. The first paper will involve you ascertaining and assessing your personal style in managing conflict. The second paper will involve your preparation for and assessment of your experience in the conflict resolution simulations during the final unit of the course. More details concerning each paper will be announced and discussed in class. Each paper will be graded on the 100-point scale and will not be curved. A grading rubric for each paper will be posted.

Unit Exams: There will be two unit exams, each of which will count for 15% towards your final course grade. They will test your comprehension of the course material with fill-in-the-blank questions (20%), short answer questions (40%), and longer answer questions (40%). **EVERYTHING ON THESE EXAMS WILL CONSIST OF MATERIAL EXPLICITLY PRESENTED AND DISCUSSED IN CLASS, SO TAKE GOOD CLASS NOTES.** Furthermore, material on the exams will be similar to those done for the quizzes. Exams will be cumulative, though with a significant emphasis on the unit just finished prior to the exam. More details concerning each exam will be announced and discussed in class. Each exam will

be graded on the 100-point scale and will not be curved.

REASONABLE ACCOMMODATIONS

I recognize that most students are human beings with occasional human problems associated with human finitude. Illness, family emergencies, job interviews, Other Professors, etc... will inevitably lead to legitimate conflicts over your time. If you expect that you will be missing class or be unable to turn in an assignment on time, please notify me (either in class or via email) **IN ADVANCE** and we can agree on a reasonable accommodation. Arrangements after the fact will only be made in extraordinary, documented circumstances.

CHALLENGING AN ASSIGNMENT GRADE

Please recognize that I am human also: mistakes will occasionally occur when grading your assignments. Therefore, you have **ONE WEEK** after an assignment is handed back to challenge its grade. To do so, you must return the assignment to me along with a clearly written explanation of your reason for challenging its grade. I will promptly and seriously consider all such challenges and meet with you, if necessary, to resolve them. Assignments without a written explanation will not be considered. After one week, no challenges will be accepted, except in extraordinary, documented circumstances. Of course, if you are not satisfied with your grade, but recognize that it was not due to a fault in the grading, I encourage you to talk with me to learn how to improve on future assignments.

A NOTE ON CLASSROOM COURTESY

Classes begin at 10:30 AM. Students are expected to be seated by that time and to remain seated until the class is dismissed. If you must leave before the class ends because of a medical appointment, or similar commitment, notify me before class begins and sit near the door. Students who leave without providing such notice and have not suddenly taken ill will be expected to file a drop form and not to return.

VIDEO TAPING AND AUDIO RECORDING

Your classmates and I have a reasonable expectation to not be recorded in this course. Therefore, videotaping and audio recording are prohibited without our expressed, unanimous permission.

CELL PHONES, LAPTOPS, AND OTHER RELATED TECHNOLOGIES

Student interactions with portable technology devices can harm the dynamics of the classroom. Therefore, I expect you to silence your cell phones prior to class and to not text-message during class. **ALL LAPTOPS SHOULD BE CLOSED UNLESS YOU HAVE MADE PRIOR ARRANGEMENTS WITH ME AND HAVE DEMONSTRATED THAT USING A LAPTOP IS NECESSARY FOR YOUR LEARNING.**

STUDENTS WITH DISABILITIES

In compliance with university policy and equal access laws, I am available to discuss appropriate academic accommodations that you may require as a student with a disability. Request for academic accommodations should be made during the first week of the term, except for unusual circumstances, so arrangements can be made. Students

are required to register for disability verification and for determination of reasonable academic accommodations. For more information, visit

<http://www.cmu.edu/hr/eos/disability/students/index.html>

CHEATING AND PLAGIARISM

pla•gia•rism (plā'jē-rīz'ēm) *n* 1: a piece of writing that has been copied from someone else and is presented as being your own work. 2: the act of plagiarizing; taking someone's words or ideas as if they were your own.

Plagiarism is bad. Do not do it. It amounts to lying, cheating, and stealing. Anyone caught doing it can fairly assume that they will not pass this course.

To encourage proper citing of sources, www.turnitin.com will be used for submitting your assignments. Beyond this, it is the responsibility of each student to be aware of the university policies on academic integrity, including the policies on cheating and plagiarism. This information is available at

<http://www.cmu.edu/policies/documents/Cheating.html>

Information is also available in the section on "University Policies" in the most recent edition of *The Word: Undergraduate Student Handbook*.

Students who cheat or plagiarize face serious sanctions at both the course level, and the university level. At the course level, faculty at Carnegie Mellon University have significant discretion to determine the sanctions that are appropriate to individual cases of cheating and plagiarism. Within the Philosophy Department, it is customary to give plagiarized assignments a failing grade and, where appropriate, to fail students for the course. Additionally, a letter is sent to the Dean of Students indicating that the student in question has submitted plagiarized material and received a course-level sanction. Plagiarism is also a violation of the community standards of Carnegie Mellon University. As such, allegations of plagiarism may be brought before a University Academic Review Board, which will determine whether a violation of community standards has taken place and level additional sanctions if appropriate. Although this body also has significant discretion over the sanctions that it levels, plagiarism can result in academic probation, suspension, and even expulsion.

SEXUAL HARASSMENT POLICY

It is the policy of the university that no male or female member of the university community (i.e., students, faculty, administrators, or staff) may sexually harass any other member of the community. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when:

- Submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual's employment or education; or
- Submission to or rejection of such conduct is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
- Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating what a reasonable person would sense as an intimidating, hostile, or offensive employment, educational, or living environment.

For more information, visit

<http://www.cmu.edu/policies/documents/SexHarass.html>

80-242 – CONFLICT AND DISPUTE RESOLUTION SETTING UP YOUR TURNITIN ACCOUNT

For this course your instructor will be using turnitin.com to check each of your papers for their originality. For each paper, you will be expected to submit a copy to TurnItIn (no hardcopies need be submitted). If you have trouble submitting please email a copy to your instructor **BEFORE** the posted time that the assignment is due.

Before you can turn anything in, you must set up an account on TurnItIn and get it connected to this course. This is a relatively painless process so don't be scared. Of course, you are a CMU student, which means you should already be friendly with technology and have already hacked into this website and are capable of making it do your bidding. On the other hand, if computers frighten you then find a classmate who may help you set up your account.

Regardless, follow these simple instructions in order to begin your journey on the path of originality:

1. Get a computer with Internet access.
2. Open up a web browser and go to: <http://www.turnitin.com>.
3. You may be asked to "Select your language". If so, please click on ENGLISH (US). (Beyond English, your instructor knows Ancient Greek and Latin, neither of which is useful for guaranteeing that these instructors work for any of the site's other supported languages.)
4. Look towards the top right of the webpage and click on NEW USERS CLICK HERE.
5. On the next screen, look for the section entitled "New students start here". Click on CREATE A USER PROFILE.
6. On the next screen, click on STUDENT from the choices.
7. On the next screen, enter the following information:

TurnItIn Class ID: 3042601
TurnItIn Class Enrollment Password: plato

Enter your (real) first and last name, along with your qatar.cmu.edu *email address (or whatever email address you actually check)*.

Make up a password (*and write it down! No seriously, write it down right now! Just write it here:* _____) and enter it into the two fields.

Select a "secret question" from the pull down menu and then type the answer in the field provided.


Finally, read and understand the license agreement, or (like your instructor) just skip it and click on I AGREE – CREATE PROFILE.

8. On the next screen it should say you are done. And so you are. Ignore the instructions it gives you – you do not need to turn anything in yet, unless, of course, you put this off until an assignment was due.

80-242 – CONFLICT AND DISPUTE RESOLUTION TURNING IT IN WITH TURNITIN

Now that you have set up your TurnItIn account (see the previous handout on this), you are now ready to submit your highly original papers. Please note that you are expected to submit all papers via the TurnItIn website by their respective due date/time in order to avoid a late penalty. Turning in a hardcopy in class is not required as long as the paper has been successfully submitted to TurnItIn.

In order to turn in your assignment, please follow these instructions:

1. Finish the assignment. Make sure it is all in a **SINGLE** text file (acceptable formats are MS Word, WordPerfect, PostScript, PDF, HTML, RTF, and plain text) on a computer.
2. Find a computer with Internet access and somehow put your paper's file on it.
3. Open up a web browser and go to: <http://www.turnitin.com>.
4. You may be asked to "Select your language". If so, please click on ENGLISH (US). (See previous handout for your instructor's esoteric knowledge of foreign languages.)
5. Look towards the top right of the webpage and enter your email address and password (which you had better have written down) and then click on LOGIN.
6. On the next screen, click on 80-242 – CONFLICT AND DISPUTE RESOLUTION.
7. On the next screen, click on the submit icon () next to where it has the name of the assignment you wish to turn in.
8. On the next screen, select FILE UPLOAD from the pull down menu. Your first and last name should already be filled in. For SUBMISSION TITLE enter "My Assignment" (or "Plato Approved" or something else witty and clever). Then click the BROWSE... button to find the location of the assignment's file on the computer. Then click the SUBMIT button.
9. On the next screen, make sure this is the file you wish to submit and then click SUBMIT PAPER.
10. On the next screen it should that you are done. And yes you are. Almost. **PLEASE SAVE A COPY OF THIS "Turnitin Digital Receipt"** so that, in case anything goes wrong, we can verify that you turned it in on time. **IT IS YOUR RESPONSIBILITY TO DO THIS.** Failure to do so means that you will not be absolved of any late penalties. Now you are really done. Congratulations.

If any problems occur when trying to submit, please email a copy of your assignment to your instructor. He can then submit it for you. If you cannot do this before the due date/time, then you must submit a hardcopy at the instructor's office to avoid a late penalty (and your instructor must actually have the paper in hand before the due date/time).