A. Division: **Instructional**   Effective Date: **Winter 2005**

B. Department / **LLPA/CMNS**   Revision | **X** | New Course | |
Program Area:

If Revision, Section(s) **C, H**
Revised:
Date of Previous Revision: **September 12, 2002**
Date of Current Revision: **September 2004**

C: CMNS 1316	**D**: Advanced Interpersonal Training in Conflict Resolution	**E:** 3
Subject & Course No.	Descriptive Title	Semester Credits

F: Calendar Description:
In this advanced course, focus is placed on the nature and management of interpersonal conflict. Through intense interaction, students will gain an understanding of the skills required to successfully address conflict in both one-to-one and group settings. Students will also examine how leaders influence the process and outcomes of conflict.

G: Allocation of Contact Hours to Type of Instruction / Learning Settings

Primary Methods of Instructional Delivery and/or Learning Settings:
Lecture: 2 hrs
Seminar: 2 hrs

Number of Contact Hours: (per week / semester for each descriptor)
4 hrs

Number of Weeks per Semester:
15

H: Course Prerequisites:
CMNS 1216 or permission of the instructor.

I: Course Corequisites:
None

J: Course for which this Course is a Prerequisite

None

K: Maximum Class Size:
25

L: PLEASE INDICATE**:**

	Non-Credit
	College Credit Non-Transfer
X	College Credit Transfer: Granted

SEE BC TRANSFER GUIDE FOR TRANSFER DETAILS (www.bccat.bc.ca)

M: Course Objectives / Learning Outcomes
Knowledge:

By the end of the course, students will be able to:
1. explain the nature of conflict
2. describe some common approaches to conflict
3. articulate the steps of the negotiation process
4. identify common sources of conflict in groups
5. elaborate on different perspectives of leadership
6. explain how leaders influence conflict
7. describe strategies for managing and preventing crises.

Skills:

By the end of the course, students will be able to:
1. use theory, models and basic concepts to discuss the nature and effects of conflict
2. demonstrate foundational skills for communicating in conflict
3. apply negotiation skills in one-to-one and group contexts
4. use appropriate terminology, theory and concepts to discuss leadership
5. articulate a personal mission statement related to conflict management.

Attitudes:

By the end of the course, students will be able to:
1. appreciate the benefits of conflict management skills
2. reflect on the impact of resistance and defensiveness in conflict situations
3. gain insight into their personal conflict style and its effects
4. appreciate the importance of incorporating the perspectives of others as a fundamental ingredient in conflict management
5. cultivate an appreciation of the positive effects of conflict.

N: Course Content:
1. What is Conflict?
   a. definitions and terminology
   b. sources of conflict
   c. factors influencing how conflict develops
      - personal style
      - communication climate
      - gender
      - cultural differences
      - technology
   d. basic assumptions about the nature of conflict

2. What are Some Benefits of Enhancing Conflict Management Skills?
   a. physical benefits
   b. emotional-relational benefits
   c. intellectual benefits
   d. occupational-vocational benefits
      - one-to-one collegial relations
      - teamwork
      - leadership

3. What is Some Important Background Knowledge in Conflict Studies?
   a. theoretical perspectives
      - models for dealing effectively with conflict
      - major concepts: needs, interests, positions
   b. the roles of perception, attitudes and emotion
   c. common approaches to conflict
   d. conflict management strategies
      - avoidance

    - aggression
    - passive-aggressive behaviour
    - assertiveness
    - compromise
    - negotiation
    - mediation

  e. barriers to effective conflict management
    - timing
    - intensity of conflict
    - resistance and defensiveness
  f. power and its dynamics
  g. common issues in workplace conflict
    - "reading" organizational culture

4. How do I, as an Individual, Approach Conflict?
  a. the importance of self-awareness
  b. conflict inventory tools
  c. appreciating similarities and differences in conflict style

5. What are Some Foundational Skills for Communicating in Conflict?
  a. the core conditions
  b. attending, observing and listening
  c. paraphrasing, summarizing and empathic responding
  d. asking facilitative questions
  e. language skills
    - using the language of responsibility
    - using collaborative language
  f. perceptual-attitudinal skills
    - the DIE model
    - "mindfulness"

6. What Advanced Skills are Essential in Conflict Management?
  a. negotiation skills
    - scheduling a meeting
    - clarifying the problem
    - discerning positions
    - identifying interests and needs
    - brainstorming alternatives
    - ranking interests and needs
    - evaluating options
    - choosing and implementing a course of action
    - formalizing agreement
    - evaluating outcomes

  b. strategies for dealing with resistance and defensiveness
    - intrapersonal resistance
    - interpersonal resistance
    - basic principles

7. How does Conflict Manifest itself in Groups?
  a. recognizing group dysfunction
    - time-wasting
    - personality conflicts
    - sub-optimal group mix
  b. sources of conflict in groups
    - nature of the group
    - complexity of the task
    - standards
    - sharing the workload
     - commitment
     - variations of ability

                                    - participation levels
                                    - distribution of power

    8.   How can Conflict be Managed in Groups?
        a.   selection of appropriate team members
        b.   strategies for managing conflict in groups
                - acknowledging and clearly defining a problem
                - moving from individual positions to group interests and needs
                - shifting paradigms
                      - from judging to being curious
                      - acknowledging and honouring differences
                      - recognizing and building on similarities
        c.   systematic problem solving

    9.   What is Leadership?
        a.   terminology and important concepts
                - definitions of leadership
                - expectations and responsibilities
                      - supervision
                      - develop human resources
        b.   perspectives on leadership
                - leadership style
                - emergent leadership
                - motivational leadership
                - leadership traits

    10.   How do Leaders Influence Conflict?
                - knowledge of workplace culture
                - leadership skills
                - leadership style compatibility
                - adaptability

    11.   How can Leaders Prevent and Manage Conflict?
                - managing oneself
                      - defining a philosophy of leadership
                      - clarifying a vision
                - managing others
                      - articulating a vision for the workplace
                      - building a supportive environment
                      - inspiring workers
                      - preventing and managing crises

O: Methods of Instruction

This course will be intensely interactive. Working individually or in small groups, students will be involved in the discussion, analysis and interpretation of advanced interpersonal communication. A discussion-based teaching model will be used with the expectation that students will actively prepare for, participate in and extract meaning from case studies, simulations and role plays. Role plays may be videotaped for the purposes of informed self-evaluation.

P: Textbooks and Materials to be Purchased by Students

Suggested Texts:

Donohue, W. With Kilt, R. (1993). *Managing Interpersonal Conflict.* Newbury Park, CA: Sage.

Fishers, R. And Ury, W. (1991). *Getting to Yes: Negotiating Agreement Without Giving In.* New York: Penguin Books

Hocker, J. And Wilmont, W. (1994). *Interpersonal Conflict.* Dubuque, IA: Brown and Benchmark.

Q:	Means of Assessment	
	Pre-assessment of Conflict Management Strategies	15%
	Assessment and Evaluation of Improved Conflict Management Skills	20%
	Video-taped skills demonstration	
	• Skills demonstration	15%
	• Analysis and self-evaluation	20%
	Critical Incident Analysis	
	• Application of course concepts	20%
	Attendance, participation and professional conduct	<u>10%</u>
		100%

R:	Prior Learning Assessment and Recognition: specify whether course is open for PLAR
	Yes.

Course Designer(s)	Education Council / Curriculum Committee Representative
Dean / Director	Registrar