



COLORADO STATE UNIVERSITY  
— GLOBAL —

## ORG470: LEADING THROUGH CONFLICT RESOLUTION

**Credit Hours:** 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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### COURSE DESCRIPTION AND OUTCOMES

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#### Course Description:

This course revolves around identification and analysis of leadership strategies for dealing with both functional and dysfunctional conflict in the workplace. Included is a study of conflict management styles of avoidance, accommodation, collaboration, negotiation, mediation, and domination.

#### Course Overview:

This course consists of a study of organizational negotiation strategies and conflict resolutions. Students will learn to apply successful negotiation strategies in a variety of situations including distributive bargaining, intercultural, relational and emotionally challenging scenarios.

#### Course Learning Outcomes:

1. Demonstrate an intellectual understanding of role of leaders in conflict management in the workplace.
2. Describe the development of a strategic plan, including resources, for the effective leadership of individual and organizational conflict, negotiations, and collective bargaining.
3. Demonstrate knowledge of negotiation methods and skills used to resolve conflicts and reach agreement on a course of action.
4. Analyze situations and apply an understanding of differences to facilitate open discourse and decision making.
5. Discuss the advantages of conflict in gaining and maintaining competitive advantage in organizations.

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### PARTICIPATION & ATTENDANCE

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Prompt and consistent attendance in your online courses is essential for your success at CSU Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

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## COURSE MATERIALS

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### Required:

Lewicki, J. R., Barry, B., & Saunders, M. D. (2015). *Essentials of Negotiation* (6th Ed.). New York, NY: McGraw Hill. ISBN-13: 9780077862466

Lewicki, J. R., Barry, B., & Saunders, M. D. (2015). *Negotiation: Readings, exercises and cases* (7th ed.). New York, NY: McGraw Hill. ISBN-13: 9780077862428

### Tools:

**Inclusive Access** - This term your course will be included in CSU Global's Inclusive Access program, which allows day one access to one or more of your required course materials — at a reduced cost. Click the “Course eBook” link located at the top of each module to access your materials. You will have access to these materials at no charge until the add/drop date, at which point your student account will be charged. If you decide you do not want to participate, you can Opt-Out of the Inclusive Access program by navigating to your course book and clicking “OPT-OUT” before the add/drop deadline. If you opt-out by the add/drop deadline, your student account will not be charged.

**NOTE:** *All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

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## COURSE SCHEDULE

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### Due Dates

The Academic Week at CSU Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Chapters 1 & 4 in *Essentials of Negotiation*
- Reading 1.5 & 4.3 in *Negotiation: Readings, Exercises and Cases*
- Coburn, C. (n.d.). *Negotiation conflict styles*.

#### Opening Exercise (0 points)

#### Discussion (25 points)

#### Career Development Criteria (70 points)

#### Practitioner Experience

For this assignment, you will research internships, volunteer opportunities, and certifications in your chosen degree field. Develop a well-written paper that includes the following:

- Two internship positions in your chosen degree field: Include a link to the descriptions for each internship and provide a summary of how these positions relate to your degree field.
- Two volunteer opportunities in your chosen degree field: Include a link to the descriptions for each volunteer opportunity and provide a summary of how these opportunities relate to your degree field.
- At least one certification within your chosen degree field: Include a link to the description of this certification and summarize the qualifications required to obtain this certification, as well as the value provided by the certification.
- Description of your experience completing a personal and career evaluation through the career center website.

Your paper should meet the following requirements:

- Be 2-3 pages in length.
- Be formatted according to the *CSU Global Guide to Writing and APA*.

#### Mastery Exercise (10 points)

### Module 2

#### Readings

- Chapter 2 in *Essentials of Negotiation*
- Reading 1.8 in *Negotiation: Readings, Exercises, and Case*
- Case on Joe Tech, page 562 in *Negotiation: Readings, Exercises, and Cases*
- *AFL-CIO*. (n.d.). Collective bargaining.

#### Opening Exercise (0 points)

#### Discussion (25 points)

### **Critical Thinking (70 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Collective Bargaining – Labor Unions**

Read the article “Collective Bargaining Interactions.” After reading the entire article, answer the following questions:

- How are labor-management negotiations different than other types of negotiations? Explain your answer.
- What is pre-negotiation? How can it help in a labor-management negotiation? Explain your answers.
- Is collective bargaining a form of collaborative bargaining? Explain your answer.

Your responses should be a minimum of 825 words in length. Your analysis should be written in complete sentences. Your paper may be organized with headings, but avoid writing the question, then writing the answer. The paper should be structured and formatted according to the *CSU Global Guide to Writing and APA*.

#### Reference

Craver, C. B. (n.d.). Collective Bargaining Interactions. Retrieved from <http://www.negotiations.com/articles/collective-bargaining/>

#### **Option #2: Honesty in Negotiations**

Read the article “Honesty in Negotiations.” After reading the entire article, answer the following questions:

- How does the author feel about deceptive tactics or lying during negotiations? Do you believe this is a normal part of the negotiating process or an unethical practice? Explain your answer.
- A common type of deception, according to the author, is vagueness or ambiguity during the negotiations. How does one party’s vagueness or ambiguity impact the process? Do you believe this is actually deception? Explain your answers.

Your responses should be a minimum of 825 words in length. Your analysis should be written in complete sentences. Your paper may be organized with headings, but avoid writing the question and then writing the answer. The paper should be structured and formatted according to the *CSU Global Guide to Writing and APA*.

#### Reference

Provis, C. (2000). Honesty in negotiation. *Business Ethics: A European Review*, 9(1), 3-12.  
<http://search.ebscohost.com.csuglobal.idm.oclc.org/login.aspx?direct=true&db=bth&AN=4369607&site=ehost-live>

### **Mastery Exercise (10 points)**

## Module 3

### Readings

- Chapter 8 in *Essentials of Negotiation*
- Reading 2.7 in *Negotiation: Readings, Exercises, and Cases*
- Case on Pacific Oil Company, page 609 in *Negotiation: Readings, Exercises, and Cases*

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Critical Thinking (80 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Car Buying Negotiations**

For the Critical Thinking assignment, you are negotiating with a car salesman on purchasing a new car. To begin this assignment, answer the following questions (see below). You can use your current car payment as the “opponents” BATNA. After you have thoroughly answered the questions, prepare a one-page summary of your findings. How would you gain power in this situation since the car salesman would have expert power? Please submit both the question responses and your summary in the same document. The paper should be formatted according to the *CSU Global Guide to Writing and APA*.

- What issues are most important to you? (List five in order of importance)
- What is your BATNA? Reservation Price? Target?
- What are your sources of power?
- What issues are most important to your opponent? (List five in order of importance)
- What is your opponent’s BATNA? Reservation Price? Target?
- What are your opponent’s sources of power?
- What is your opening move/first strategy? Other important information?

#### **Option #2: Workplace Negotiations**

For the Critical Thinking assignment, you are negotiating with your supervisor for a raise and also to work four days per week and 12-hour days. To begin this assignment, answer the following questions (see below). You can use your current income and schedule as the “opponent’s” BATNA. After you have thoroughly answered the questions, prepare a one-page summary of your findings. How would you gain power in this situation since the supervisor would have legitimate power? Please submit both the question responses and your summary in the same document. The paper should be formatted according to the *CSU Global Guide to Writing and APA*.

- What issues are most important to you? (List five in order of importance)
- What is your BATNA? Reservation Price? Target?
- What are your sources of power?
- What issues are most important to your opponent? (List five in order of importance)
- What is your opponent’s BATNA? Reservation Price? Target?

- What are your opponent's sources of power?
- What is your opening move/first strategy? Other important information?

## Module 4

### Readings

- Chapter 6 in *Essentials of Negotiation*
- Reading 2.4 in *Negotiation: Readings, Exercises and Cases*

### Opening Exercise (0 points)

### Discussion (25 points)

### Mastery Exercise (10 points)

### Portfolio Milestone (25 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Developing an Improvement Plan**

Begin the outline of your paper, the topics you may include, and the comparative paper structure. You can begin writing the first sections of the paper based on the questionnaires you completed.

Additionally, please include a minimum of three credible, peer-reviewed resources you may use in your plan development. Sources should be cited in accordance to the *CSU Global Guide to Writing and APA*.

#### **Option #2: Exploring Negotiations**

Submit the negotiations-related topic you plan to address in your final project by submitting a one-page proposal that briefly discusses the topic and related scenario you plan to explore.

Additionally, please include a minimum of three credible, peer-reviewed resources you may use in your negotiation research. Sources should be cited in accordance to the *CSU Global Guide to Writing and APA*.

## Module 5

### Readings

- Chapter 7 in *Essentials of Negotiation*
- Reading 5.1 in *Negotiation: Readings, Exercises and Cases*
- Reading 5.3 in *Negotiation: Readings, Exercises and Cases*
- Case on *Sick Leave*, Page 596 in *Negotiation: Readings, Exercises, and Cases*

### Opening Exercise (0 points)

### Discussion (25 points)

### **Mastery Exercise (10 points)**

### **Critical Thinking (75 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Interview on Workplace Conflict/Negotiations - Current Generation**

For this Critical Thinking Activity, you will conduct one interview with someone in your generation regarding his or her views on conflict/negotiations and communication. This person may be related to you (sister, brother, cousin.) or unrelated (family friend, co-worker, etc.) but his or her age must be within five years of your own. You will submit a well-written paper that includes the interview transcript and a one-page comparison/contrast of the views of the person interviewed and yourself. In the paper, discuss how this generation's belief in conflict/negotiation differs from that of other generations. Finally, highlight a theory that may be new/different today.

The transcript can be written in a Q&A format; however, your comparison should be written in complete sentences. Make sure to include at least 10 questions. The paper should be structured formally following the *CSU Global Guide to Writing and APA*.

#### **Option #2: Interview on Workplace Conflict/Negotiations - Prior Generations**

For this Critical Thinking Activity, you will conduct one interview with someone two generations removed from you regarding his or her views on conflict/negotiations and communication. This person may be related to you (grandparent, great-aunt/great-uncle, grandchild, etc.) or unrelated (family friend, co-worker, etc.) but his or her age must be separated from yours by at least 40 years. You will submit a well-written paper that includes the interview transcript and a one-page comparison/contrast of the views of the person interviewed and yourself. In the paper, discuss how the previous generation's belief in conflict/negotiation differs from that of today. Finally, highlight a theory that may be new/different today.

The transcript can be written in a Q&A format; however, your comparison should be written in complete sentences. The paper should be formatted according to the *CSU Global Guide to Writing and APA*.

## **Module 6**

### **Readings**

- Chapter 9 in *Essentials in Negotiation*
- Reading 3.2 in *Negotiation: Readings, Exercises and Cases*
- Case on *Midwestern Contemporary Art*, Page 673 in *Negotiation: Readings, Exercises and Cases*

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Critical Thinking (75 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

#### **Option #1: Maintaining Long-Term Professional Relationships**

One of the most important aspects of negotiating with someone or a business that you have a long-term and ongoing relationship with is maintaining that relationship post-negotiation. Consider the following negotiation:

You are the account manager for a supplier of computer chips. You have a long-term relationship with a manufacturing firm you provide with computer chips for its product. There have never been any previous issues and you and the company, ABC Manufacturing, have had a great relationship. However, with the last shipment, there were defects in 25 percent of the chips. You need to discuss this issue with your customer and determine the best solution. Your main concern is not ruining the relationship, but the defects are costly for you and the customer.

Based on this scenario, brainstorm your answers for the following areas:

- Goals
- Trades
- Alternatives
- Relationship
- Expected outcome
- Consequences of winning or losing
- Power
- Possible solutions

After completing the eight areas, prepare a letter to the company's president. Consider the elements above in the letter. Your letter should contain the following:

- Current issue
- Your suggestion to solving this issue
- The outcome you would like to see
- Timeframe
- Suggested alternatives and solutions

Your answers to the eight elements can be written in a numbered list; however, your letter should be written in complete sentences. The letter should be one to two pages in length. The paper should be structured formally following the *CSU Global Guide to Writing and APA*.

#### **Option #2: Maintaining Long-Term Professional Relationships**

One of the most important aspects of negotiating with someone or a business that you have a long-term and ongoing relationship with is maintaining that relationship post-negotiation. Consider the following negotiation:

You are the project manager for a manufacturing company. You have a long-term relationship with a supplier that provides your company with computer chips for your product. There have never been any previous issues and you and the company, ABC Company, have had a great relationship. However, with

the last shipment, there were defects in 25 percent of the chips. You need to discuss this issue with the business and determine the best solution. Your main concern is not ruining the relationship, but the defects are costly for the organization.

Based on this scenario, brainstorm your answers for the following areas:

- Goals
- Trades
- Alternatives
- Relationship
- Expected outcome
- Consequences of winning or losing
- Power
- Possible solutions

After completing the eight areas, prepare a letter to the company's president. Consider the elements above in the letter. Your letter should contain the following:

- Current issue
- Your suggestion to solving this issue
- The outcome you would like to see
- Timeframe
- Suggested alternatives and solutions

Your answers to the eight elements can be written in a numbered list; however, your letter should be written in complete sentences. The letter should be one to two pages in length. The paper should be formatted according to the *CSU Global Guide to Writing and APA*.

## **Module 7**

### **Readings**

- Chapter 11 in *Essentials in Negotiation*
- Reading 4.2 in *Negotiation: Readings, Exercises and Cases*
- Reading 6.3 in *Negotiation: Readings, Exercises and Cases*

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

## **Module 8**

### **Readings**

- Chapter 12 in *Essentials of Negotiation*
- Reading 6.1 in *Negotiation: Readings, Exercises and Cases*

**Opening Exercise (0 points)**

**Discussion (25 points)**

**Mastery Exercise (10 points)**

**Portfolio Project (325 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Developing an Improvement Plan**

You will complete two questionnaires in the Negotiation: Readings, exercises and cases textbook: The Subjective Value Inventory (SVI) p. 699 and The Personal Bargaining Inventory p. 701. Upon analysis and evaluation of your responses and within the context of the material you learn in the course, you will complete a summary paper and improvement plan outlining your findings regarding your own negotiation style from which you will develop a plan to improve your personal negotiation skills based on the type of negotiator you will find yourself to be after completing the questionnaires.

Your paper should be at least 6-8 pages. The first section of the paper will consist of a summary of your findings as a result of completing the questionnaires. The second section will consist of your plan to improve your negotiation skills based on the ten best practices and how they relate to your findings. You should include at least five examples of strategies that you think would work well for your own negotiation style. Give your example strategies within the context of a negotiation situation. If you have a specific negotiation experience, you can use this situation. If you don't, you may formulate a mock negotiation in order to use the different strategies. You may use a different negotiation situation for each strategy or one situation for all strategies.

Please reference at least five sources. Be sure to use spelling and grammar check. The paper should be formatted according to the CSU Global Guide to Writing and APA.

**Option #2: Exploring Negotiations**

The final portfolio project involves writing about a negotiations-related topic. The purpose of this project is to explore one of the topics in more depth that have been discussed in this course. This will allow you to apply the concepts learned in the course and also to demonstrate your understanding of key negotiation topics. For instance, you might decide to describe and analyze a particular real-life negotiation (Middle East peace negotiations, a major merger and acquisition negotiation, etc.) or research any topic of particular interest to you, such as cross-cultural negotiation styles, the importance and impact of nonverbal communication, gender differences, negotiation styles, etc. You will need to obtain approval of your project topic by the end of Module 4.

The final portfolio project should be 6-8 pages in length. This does not include the required cover page and reference page. A cover page, abstract, in-text citations, and a reference page are all required with your submission. In addition, you need to include a minimum of five scholarly sources. Your paper must be formatted according to the CSU Global Guide to Writing and APA.

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**COURSE POLICIES**

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<b>Grading Scale</b>	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

<b>Graduate Course Grading</b>	
20%	Discussion Participation
45%	Critical Thinking Assignments
35%	Final Portfolio Project
0%	Live Classroom

<b>Undergraduate Course Grading</b>	
0%	Opening Exercises
20%	Discussion Participation
37%	Critical Thinking Assignments
8%	Mastery Exercises
35%	Final Portfolio Project
0%	Live Classroom

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## IN-CLASSROOM POLICIES

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For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU Global institutional policies.

### **Academic Integrity**

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU Global Library page Citing & APA Resources, Avoiding Common Plagiarism Mistakes for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

### **Citing Sources with APA Style**

All students are expected to follow the CSU Global guidelines for citing in APA format (based on the APA style manual, 7th edition) for all assignments. For details on CSU Global APA style, please review the APA resources within the CSU Global Library under the Citing & APA Resources link. A link to this resource should be provided within most assignment descriptions in your course.

### **Disability Services Statement**

CSU Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email [ada@CSUGlobal.edu](mailto:ada@CSUGlobal.edu) for additional information to coordinate reasonable accommodations for students with documented disabilities.

### **Netiquette**

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.