

## Syllabus

### Course Overview

### Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Identify variables within structures or institutions that can promote conflict.
- 2 Apply theoretical perspectives on conflict.
- 3 Apply appropriate strategies to reduce or resolve conflicts.
- 4 Analyze the impact of conflict on relationship building in face-to-face, virtual, cyber, and group communication.
- 5 Evaluate the outcome of proposed strategies of conflict resolution.
- 6 Compose text that articulates meaning relevant to its purpose and audience.

### Course Prerequisites

*There are no prerequisites for this course.*

## Syllabus >> Course Materials

### Required

The materials listed below are required to complete the learning activities in this course.

#### Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the [Course Materials](#) page on Campus for more information.

##### Book

Hocker, J. L., & Wilmot, W. W. (2018). *Interpersonal conflict* (10th ed.). New York, NY: McGraw-Hill. ISBN: 9780073523941.

##### Hardware

Capella University requires learners to meet certain minimum [computer requirements](#). The following hardware may go beyond those minimums and is required to complete learning activities in this course. **Note:** If you already have the following hardware, you do not need to purchase it. Visit the [Course Materials](#) page on Campus for more information.

##### Presentation Hardware

Headset with microphone

### Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Curry, C. D. (2016). [Managing conflict in global teams](#). *Training*, 53(1), 16–17.
- Dana, D. (2001). [Conflict resolution: Mediation tools for everyday worklife](#). New York, NY: McGraw-Hill.
- Rosenthal, M. (2016). [Managing cultural differences](#). *Training*, 53(4), 64.

### External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Tolerance.org. (n.d.). [Test yourself for hidden bias](#). Retrieved from <http://www.tolerance.org/activity/test-yourself-hidden-bias>

### Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

### Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

#### Integrated Materials

## Hardware

Capella University requires learners to meet certain minimum [computer requirements](#). The following hardware may go beyond those minimums and is required to complete learning activities in this course. **Note:** If you already have the following hardware, you do not need to purchase it. Visit the [Course Materials](#) page on Campus for more information.

### Presentation Hardware

1. External or built-in webcam

## Unit 1 >> The Nature of Conflict

### Introduction

Annie and Zoe are roommates and work as interns for a large company. HR informed them that a newly created position in management is going to open and one of them will fill the job. To determine who will be promoted, the company decided that for the next 10 weeks Annie and Zoe will work together on a project, and administrators will observe their work and behaviors; at the end of the 10 weeks, one of them will be selected for the promotion. Annie feels this may cause a conflict. What do you think? What is conflict?

Understanding the true nature of conflict means that we need to look at two major topics: conflict and communication. During this first week we will look at the first theme of the basic concepts of conflict. Then, we will move to the nature of conflict, and, finally, we will examine how interpersonal conflict affects our daily life and creates an imbalance in our productivity.

### This week you will:

- **Prepare:** Learn about Kaltura and set up technology for your first two assignments.
- **Discussion:** Participate in the course discussion board.

### Learning Activities

#### u01s1 - Discussion Overview

Discussions in this course are somewhat different from what you may have experienced in other Capella courses. Rather than responding to a different discussion question each week, there is only one discussion board that will run for the entire class. **You are still expected to post and respond each week**, but you are in charge of the topics for the discussion board. Get more information in this week's **Write Your Discussion Post**.

#### u01s2 - What You Need to Know

We all know what conflict is, but do we have foundational knowledge of conflict so that we can define what we are feeling and experiencing?

To learn more about the foundational principles of conflict, read the following from Chapter 1 in your *Interpersonal Conflict* text:

- "The Nature of Conflict," pages 2–36.

To learn more about the different types of conflict, read the following from the Capella library ebook, [Conflict Resolution: Mediation Tools for Everyday Worklife](#):

- Chapter 1, "What's a Conflict?," pages 1–16.

#### u01s3 - Prepare: Recorded Presentations

In this course, you will create recorded presentations using Kaltura or another technology your instructor can access and grade. To prepare for your presentations, do the following:

- If you have not already done so, set up and test your microphone/headset (and webcam, if needed), using the instructions provided by the manufacturer.
- Practice using the microphone/headset (and webcam, if needed) to ensure the audio and visual quality is sufficient.
- Refer to the [Using Kaltura \[PDF\]](#) tutorial for directions on recording and/or uploading your presentations in the courseroom.

The format you choose for your presentations must be one that your instructor can access for review and grading. Do not submit files from nonstandard software programs. Reference Capella's [Computer Requirements](#) for more information about our standard software programs.

**Note:** If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) to request accommodations.

## u01d1 - Write Your Discussion Post

Conflict can't be escaped. In this course, you will learn about the nature of conflict. Learning is most valuable when you can apply it to your daily life. You will use the discussion space to learn more about yourself through self-discovery, awareness, and understanding as you use your newly developed skills to strengthen relationships through effective communication and conflict resolution. Throughout the course, you will be prompted to visit the discussion board to reflect on how you apply the course concepts in your life and share those experiences with peers. Or you may share ideas on how you plan to apply conflict management strategies that you have learned. Share your thoughts with your fellow learners!

## Unit 2 >> Conflict Resolution Styles

### Introduction

Zoe can be very demanding when things don't go her way. Annie feels that by remaining calm and focused, she will be able to just work on the project without any interference from Zoe.

Every person has developed over their lifetime a method they use to deal with conflict, based on personal characteristics, life experiences, and family background. This is known as a personal resolution style. Looking at Annie and Zoe, we see how different their style preferences are. Would you say one style is better than the other?

Have you ever thought about why you find yourself in conflict situations, and, if so, why you make the choices you do when in these situations?

### This week you will:

- **Interactive Learning Module:** Take a self-assessment of your conflict style.
- **Discussion:** Participate in the course discussion board.

### Learning Activities

#### u02s1 - Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

#### u02s2 - What You Need to Know

What is the best way to resolve a conflict? There is not an easy answer to this question. People have different conflict resolution styles, all of which come with advantages and disadvantages. The main focus this week will be conflict resolution strategies as they relate to both institutional communication and interpersonal communication.

Read the following chapters from your *Interpersonal Conflict* textbook to learn about different perspectives on conflict and ways to manage it:

- Chapter 2, "Perspectives on Conflict," pages 37–72.
- Chapter 5, "Conflict Styles," pages 145–187.

Conflict can come at a cost. To learn about the costs of conflict, read the following from the Capella library ebook, [Conflict Resolution: Mediation Tools for Everyday Worklife](#):

- Chapter 2, "So What if There's Conflict?," pages 17–37.

#### **u02v1 - Interactive Learning Module: Assessing Your Conflict Style**

This self-assessment will help you determine which conflict styles you use most frequently. Developing awareness of your preferences will help you in assessing your automatic reactions to conflict and evaluating whether those responses are helpful or not.

Course Resources

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[Assessing Your Conflict Style](#)

#### **u02d1 - Write Your Discussion Post**

Continue building on the course discussion by sharing your insights.

### **Unit 3 >> Connectedness: Models and Theory**

#### **Introduction**

Our textbook states that "People in conflict pursue four general types of goals: (1) topic or content, (2) relational, (3) identity (or facework), and (4) process" (Hocker & Wilmot, 2018). Conflict situations for Annie and Zoe must bridge their friendship, the workplace relationship, and each of their personal goals. Given what we know about conflict and resolution styles thus far, will they be able to look at their long-term goals versus the short-term goal of the situation? How will this affect their relationship overall?

Suppose you find yourself in a conflict situation with someone you know well. Suddenly, you are both hurling insults at each other, speaking loudly over each other, and using gestures to emphasize your points. How will you handle this?

Reference

Hocker, J. L., & Wilmot, W. W. (2018). *Interpersonal conflict* (10th ed.). New York, NY: McGraw-Hill.

#### **This week you will:**

- **Assignment:** Record a 3–4 minute presentation on an interpersonal conflict you have experienced.
- **Discussion:** Participate in the course discussion board.

#### **Learning Activities**

#### **u03s1 - Assignment Overview**

In this week's assignment you will define a conflict, explain how individual differences can lead to interpersonal conflict, and recommend strategies for resolving interpersonal conflict.

#### Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

### u03s2 - What You Need to Know

What types of tools could you use to handle conflict? How about mapping the situation, so those involved in the conflict can see what they are in conflict about? You might be surprised; sometimes people are saying the same thing, just differently!

Read the following from your *Interpersonal Conflict* textbook. As you read this chapter, think about how you can use your own skills to understand the dynamics of a conflict.

- Chapter 3, "Interests and Goals," pages 73–104.

In addition, explore a [Conflict Map \[DOC\]](#). This tool provides an easy way for you to analyze the perspectives and interests of people in a conflict.

### u03a1 - Interpersonal Conflict

Learning how to resolve conflict is a skill that requires both self-awareness and other-awareness. For this assignment, create a presentation in which you share a story about an experience where you were involved in an interpersonal conflict with another individual. As part of your presentation, explain how communication behaviors and individual differences contributed to this conflict, and recommend a strategy for resolving similar conflicts in the future. Remember, while conflict is emotional, your presentation should be professional and academic. You are telling an objective story that occurred in the past.

First, create an outline in which you organize your thoughts. Use this outline to record a 3–4 minute narrative, using Kaltura or another presentation tool. Upload both the outline and the presentation (or a link to it) to the assignment area.

Include the following in your presentation:

- Define the conflict in your own words.
- Describe communication behaviors that led to this conflict.
- Explain how communication behaviors affect interpersonal relationships.
- Explain how individual differences contribute to interpersonal conflict.
- Present coherently to support a central idea.

## Assignment Requirements

Your presentation should meet the following requirements:

- **Verbal communication:** Presentation is well organized and engaging, with clear, audible audio.
- **Standard formatting:** Use Kaltura or another presentation tool, such as PowerPoint with audio or a short podcast. The format you choose for your presentation must be one that your instructor can access for review and grading. You may submit links to recorded presentations that you have saved online and given your instructor access to. Do not submit files from nonstandard software programs. You can reference Capella's [Computer Requirements](#) for more information about our standard software programs. Refer to [Using Kaltura \[PDF\]](#) for additional information about this Capella-supported tool.
- **Length:** 3–4 minutes.
- **Outline font and font size:** Times New Roman, 12-point font.

**Note:** If you use assistive technology or any alternative communication methods to participate in this activity, please contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) with any access-related questions or to request accommodations.

## Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- **Competency 2: Apply theoretical perspectives on conflict.**
  - Define a conflict in own words.
  - Describe communication behaviors that can lead to conflict.
- **Competency 3: Apply appropriate strategies to reduce or resolve conflicts.**
  - Recommend a strategy to resolve interpersonal conflict.
- **Competency 4: Analyze the impact of conflict on relationship building in face-to-face, virtual, cyber, and group communication.**
  - Explain how communication behaviors affect interpersonal relationships.
  - Explain how individual differences contribute to interpersonal conflict.
- **Competency 6: Compose text that articulates meaning relevant to its purpose and audience.**
  - Create a presentation that articulates meaning relevant to its purpose and audience.

**Note:** Your instructor may also use the [Writing Feedback Tool](#) to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### u03d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

## Unit 4 >> Cultural Differences and Conflict

### Introduction

Conflict is viewed as positive or negative. Annie and Zoe have worked together on their project for a month now and have learned some new things about each other and the company. Annie and Zoe are aware of the culture of the institution, yet each hopes to be the person promoted. Zoe would be willing to gain some inside knowledge to help give her an edge. Do you think this would create additional conflict in the relationship?

So far in this course we have looked exclusively at interpersonal conflict. In the next two weeks, we will examine conflict in groups of people and institutions. This week, the focus is on how cultural differences relate to conflict. Recognizing and respecting cultural differences fosters a positive environment and reduces conflict. Culture consists of our life and family experiences. Institutional culture includes the values, mission, and core philosophy of the institution.

**Note:** Topics such as race, ethnicity, religion, culture, gender, and other social constructs will be discussed. Because these are sensitive issues, we ask that you please respect differences and beliefs of others. We want everyone to contribute and feel safe doing so.

#### This week you will:

- **Video:** Learn about a test developed by psychologists that helps measure unconscious biases
- **Interactive Learning Module:** Take a self-assessment to find your own hidden biases.
- **Discussion:** Participate in the course discussion board.

### Learning Activities

#### u04s1 - Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

#### u04s2 - What You Need to Know

When it comes to conflict, cultural differences can sometimes be a significant factor because what is considered conflict in one culture may not be conflict in another culture. Key differences among how cultures resolve conflict can result in problems when individuals from different cultures come into conflict with one another.

Use the Capella library to read the following articles that present ideas for considering cultural differences in conflicts:

- Curry, C. D. (2016). Managing conflict in global teams. *Training*, 53(1), 16–17.
- Rosenthal, M. (2016). Managing cultural differences. *Training*, 53(4), 64.

While it can be difficult to understand differences, it can help to chart the differences so that they are more visible in order to analyze the situation more accurately. Explore a Cultural Differences and Conflict Chart [DOC] to help with this analysis.

#### u04s3 - Interactive Learning Module: Hidden Bias Self-Assessment

Take the test using the link below.

- Tolerance.org. (n.d.). Test yourself for hidden bias. Retrieved from <http://www.tolerance.org/activity/test-yourself-hidden-bias>.

After you take the test, think about what you have learned. Did you discover internal biases you were not aware of? Do you think the test is accurate?

#### u04d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

### Unit 5 >> Systems Theory PSDM Model: Integrating Problem Solving and Decision Making in Conflict Resolution

#### Introduction

Systems theory helps to answer how things work. In conflict situations, it is not productive to assign blame to actors in the conflict situation. Annie and Zoe need to work out any conflicts they have encountered, whether at home or work, and one method they can use to be productive is to conduct a brief systems analysis of the conflict itself. This will help them isolate any patterns or identify specific issues where there are similarities, in order to begin to uncover the dynamics of the specific conflict.

Systems theory aims to understand the interconnectedness of human communication as opposed to looking at just one part. The basic idea behind systems theory is that the whole is greater than the sum of its parts.

#### This week you will:

- **Interactive Learning Module:** Look at a case study demonstrating institutional conflicts.
- **Assignment:** Record a 3–4 minute presentation on an institutional conflict you have experienced.
- **Discussion:** Participate in the course discussion board.



## Learning Activities

### u05s1 - Assignment Overview

In this week's assignment, you will tell a story about an institutional conflict you have experienced. You will look at the roles of functional and dysfunctional conflict and recommend strategies for resolving both types of conflict.

#### Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

### u05s2 - What You Need to Know

Analyzing institutional conflict can be more complicated than analyzing interpersonal conflict between two people. Read the following from your *Interpersonal Conflict* textbook to learn how to analyze complex conflict patterns using systems theory:

- Chapter 7, "Analyzing Your Conflicts," pages 221–246

One way to understand institutional conflict is to analyze each of the roles involved in the conflict. The [Network Conflict Worksheet \[DOC\]](#) can help you analyze the roles of different people involved in an institutional conflict. You may want to use this optional worksheet to organize your thoughts for this week's assignment.

### u05v1 - Interactive Learning Module: Webuwrite Academy Simulation

In this scenario, you will experience a variety of both interpersonal and institutional conflicts. The intent is to get you thinking about conflicts you have experienced or observed in your own personal and professional life. You will draw from your experience in course assignments.

### u05a1 - Institutional Conflict

For this assignment, create a presentation in which you tell a story about an experience where you were involved in institutional conflict while working (volunteer or paid) for an organization. Keep in mind that institutions and organizations are not always a company in a building. They can be partnerships within a volunteer organization, place of worship, or club, for example. As part of your presentation, look at the roles of functional and dysfunctional conflict, and recommend strategies for resolving both types of conflict.

While conflict is emotional, your presentation should be professional and academic. You are telling an objective story that occurred in the past. One method that can assist you in organizing your experience objectively is to apply your recent reading on systems theory. As you may recall, systems theory helps us to find out how things work and can also help determine how things fall apart. By using this application in your assignment you will objectively examine the experience without assigning blame or fault.

First, create an outline in which you organize your thoughts. Use this outline to record your 3–4 minute narrative, using Kaltura or another presentation tool. Upload both the outline and the presentation (or a link to it) to the assignment area.

Include the following in your presentation:

- Describe reasons for conflict within an institution or organization.
- Explain the role of functional conflict in institutional change.
- Explain the role of dysfunctional conflict in institutional change.
- Recommend a strategy to resolve institutional conflict.
- Present coherently to support a central idea.

## Assignment Requirements

- **Verbal communication:** Presentation is well organized and engaging, with clear, audible audio.
- **Standard formatting:** Use Kaltura or another presentation tool, such as PowerPoint with audio or a short podcast. The format you choose for your presentation must be one that your instructor can access for review and grading. You may submit links to recorded presentations that you have saved online and given your instructor access to. Do not submit files from nonstandard software programs. You can reference Capella's [Computer Requirements](#) for more information about our standard software programs. Refer to [Using Kaltura \[PDF\]](#) for additional information about this Capella-supported tool.
- **Length:** 3–4 minutes.
- **Outline font and font size:** Times New Roman, 12-point font.

**Note:** If you use assistive technology or any alternative communication methods to participate in this activity, please contact [DisabilityServices@Capella.edu](mailto:DisabilityServices@Capella.edu) with any access-related questions or to request accommodations.

## Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- **Competency 1: Identify variables within structures or institutions that can promote conflict.**
  - Describe reasons for conflict within an institution or organization.
- **Competency 3: Apply appropriate strategies to reduce or resolve conflicts.**
  - Recommend a conflict resolution strategy for functional conflict.
  - Recommend a conflict resolution strategy for dysfunctional conflict.
- **Competency 4: Analyze the impact of conflict on relationship building in face-to-face, virtual, cyber, and group communication.**
  - Explain the role of functional conflict in institutional change.
  - Explain the role of dysfunctional conflict in institutional change.
- **Competency 6: Compose text that articulates meaning relevant to its purpose and audience.**
  - Create a presentation that articulates meaning relevant to its purpose and audience.

**Note:** Your instructor may also use the [Writing Feedback Tool](#) to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### u05d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

## Unit 6 >> Power and Conflict

### Introduction

Power in a relationship is the ability to influence a situation that you control or that the other participant in the situation perceives you control. Halfway through the project, Annie's background enables her to position herself as the lead person for the project. Annie is worried that Zoe may feel resentment toward her, and Zoe thinks Annie is using her position as the lead person to pull rank on her. Neither can see that their current conflict is a perceived power play and unknowingly adds to deepen the conflict. How could they have avoided this misperception?

Have you ever wondered how and why conflict becomes ingrained in some institutions and not others? Often it has to do with the structure of the institution, organization, or group and the status of the individuals in the groups. How people employ their power can lead to misunderstandings, confusion, and falling-outs, especially when there is difference of opinions. Has this ever happened to you?

### This week you will:

- **Interactive Learning Module:** Go through a scenario demonstrating the effects of power and perceptions of power in conflicts.
- **Discussion:** Participate in the course discussion board.

## Learning Activities

### u06s1 - Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

### u06s2 - What You Need to Know

We have learned that communication and cultural differences play a role in conflict. Power also plays a role in most conflicts and is understood in relational terms—that is, relative inequality in power among the different people involved in the conflict. Understanding the effect of power inequality is important when mapping the dynamics of conflict and formulating strategies for conflict resolution.

Read the following from your *Interpersonal Conflict* textbook to understand the effects of power inequity on conflict:

- Chapter 4, "Power: The Structure of Conflict," pages 105–144.

### u06v1 - Interactive Learning Module: Perceptions of Power

When mapping a conflict and considering resolution strategies, it is important to consider the effects of power and perceptions of power. This scenario will walk you through a law enforcement scenario demonstrating this.

### u06d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

## Unit 7 >> Conflict, Emotion, and Change

### Introduction

Emotions are states of feeling. Relationships are defined by the kind of emotions expressed with our feelings. Emotions can be good or bad, helpful or destructive.

Last week Zoe was left in an annoyed state about Annie being the project lead. Zoe was giving off nonverbal cues that she was annoyed, and Annie simply tuned her out. Now it is Zoe's turn to lead, and Annie is worried that Zoe will develop a form of payback. In conflict situations, emotions play a positive or negative role. What could Annie or Zoe do to bring their conflict to a win-win situation?

This week we will discuss the emotion and change occurring before, during, and after a conflict situation. Often individuals interact in more reactive ways while under emotional strain, which leads to change within the relationships among individuals involved. However, conflict presents us with change that can be healthy and productive if we can have all parties arrive at a win-win situation.

#### This week you will:

- **Assignment:** Create a 10–12 slide presentation on power and conflict.
- **Discussion:** Participate in the course discussion board.

## Learning Activities

### u07s1 - Assignment Overview

In this week's assignment, you will examine how individual perceptions of power can create conflict situations.

#### Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

### u07s2 - What You Need to Know

Emotions have a profound impact on how we react to a conflict. Emotions around change can cause conflict and make it more challenging to manage. People may view change as both positive and negative. It is accompanied with excitement and confidence, opportunity, progress, growth, innovation, fear, anxiety, upheaval, threat, and unpredictability.

Read the following in your *Interpersonal Conflict* textbook to discover the impact of emotions on conflict:

- Chapter 6, "Emotions in Conflict," pages 190–220.

### u07a1 - Conflict and Power

For this assignment, tell a visual and written story that explains how individual perceptions of power can create conflict situations between law enforcement and members of a community. To do this, create a 10–12 slide PowerPoint presentation in which you use text and visuals to support your narrative.

Note that one of the qualities of a good PowerPoint presentation is not having too much text on each slide. Use the slide notes feature to flesh out your points. You might think of this as a script for what you would say if you were presenting verbally.

Complete the following:

- Explain how individual perceptions of power may contribute to conflict situations.
- Discuss the impact of perceptions of power on interpersonal relationships.
- Use visual imagery to depict perceptions of power and conflict.
- Create a presentation that articulates meaning relevant to its purpose and audience.

## Assignment Requirements

Your presentation should meet the following requirements:

- **Written communication:** Presentation is well organized and engaging.
- **Visual communication:** Use of images is professional and supports the ideas presented on the slides.
- **APA formatting:** Resources and citations are formatted according to current [APA Style and Format](#) guidelines.
- **Length:** 10–12 slides.

## Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- **Competency 1: Identify variables within structures or institutions that can promote conflict.**
  - Explain how individual perceptions of power may contribute to conflict situations.
- **Competency 4: Analyze the impact of conflict on relationship building in face-to-face, virtual, cyber, and group communication.**

- Discuss the impact of perceptions of power on interpersonal relationships.
- **Competency 6: Compose text that articulates meaning relevant to its purpose and audience.**
  - Use visual imagery to depict perceptions of power and conflict.
  - Create a presentation that articulates meaning relevant to its purpose and audience.

**Note:** Your instructor may also use the [Writing Feedback Tool](#) to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

#### u07d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

### Unit 8 >> Interpersonal Conflict and Negotiation Strategies

#### Introduction

One way Annie and Zoe could move toward resolution is by communicating and negotiating with each other. Negotiation occurs every day in both private and public contexts. Negotiation is simply settling a dispute by discussion and mutual agreement, thereby reaching a win-win solution. What Annie and Zoe should do, if possible, is to schedule a time to meet and discuss the issues that have been bothering each of them, without assigning blame, and talk through the issues to come to a mutual understanding. What other approach could they use at this point?

This week we will address two primary topics—institutional conflict and negotiation strategies. We will also focus on negotiation strategies—in particular, the difference between competitive and collaborative negotiation strategies.

#### This week you will:

- **Discussion:** Participate in the course discussion board.

#### Learning Activities

#### u08s1 - Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

#### u08s2 - What You Need to Know

Solutions to disagreements require negotiation skills. While negotiating, the parties involved must "generate options, brainstorm ideas, give and take, and attempt to get their mutual goals met" (Hocker & Wilmot, 2018, p. 249).

Read the following from your *Interpersonal Conflict* textbook to learn negotiation techniques useful in conflict management:

- Chapter 8, "Interpersonal Negotiation," pages 247–277.

Read the following from the Capella library ebook, [Conflict Resolution: Mediation Tools for Everyday Worklife](#):

- Chapter 5, "How to Resolve a Conflict Between Yourself and Another," pages 76–90.
- Chapter 6, "How to Resolve a Team Conflict," pages 91–111.

## Reference

Hocker, J. L., & Wilmot, W. W. (2018). *Interpersonal conflict* (10th ed.). New York, NY: McGraw-Hill.

### u08d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

## Unit 9 >> Conflict Resolution Strategies and Forgiveness

### Introduction

The project is coming to an end, and soon Annie and Zoe will find out who will receive the company promotion. They have experienced a wide range of emotions, issues, questions, and feelings that have not always been positive. The last few weeks have seen them become isolated from each other, short-tempered, and annoyed. Going from close roommates and co-workers to avoiding each other was unexpected when they began the project. Annie and Zoe don't want to end a friendship but neither wants to ask the other for an apology or forgiveness. How can they save their relationship and reconcile?

Forgive and forget is not always the right strategy. Often, for self-healing you need to prepare yourself to forgive and let go for your own peace of mind. This week the focus is on forgiveness and the related concept of reconciliation. Consider the differences between these two concepts.

#### This week you will:

- **Interactive Learning Module:** Take the role of project manager in an institutional conflict scenario.
- **Prepare:** Research resources to use for your final assignment.
- **Discussion:** Participate in the course discussion board.

### Learning Activities

#### u09s1 - Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

#### u09s2 - What You Need to Know

Once a conflict is resolved, it can be difficult to move past the emotions that it raised. Other people sometimes hurt us, and it is difficult to let go of the hurt. We can achieve our goals in life by letting go—by forgiving. This week's readings will help you to understand how you can help yourself and others to do this.

Read the following from your *Interpersonal Conflict* textbook to learn about how forgiveness and reconciliation can help you to move past conflict:

- Chapter 10, "The Practice of Forgiveness and Reconciliation," pages 303–343.

Read the following from the Capella library ebook, [\*Conflict Resolution: Mediation Tools for Everyday Worklife\*](#), to learn about how you can help others resolves conflict:

- Chapter 4, "How to Resolve and Conflict Between Others," pages 54–75.

### u09s3 - Prepare: Conflict Resolution Plan

For your final assignment due next week, a conflict resolution plan, you will need to locate resources using the Capella Library and the Internet to support your analysis and recommendations. Take time this week to start searching for resources. Use the [How to Search the Library: The Basics](#) guide for help with using the Capella library to do research.

For search word guidance, see the [Communications](#) tab of the [General Education Information Research Skills Guide](#).

### u09v1 - Interactive Learning Module: Conflict Resolution Scenario: Project Manager

In this scenario you will examine conflict within a project team. You will analyze the types of conflict shown and the conflict management strategies that may be used to resolve them.

Course Resources

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[Conflict Resolution Scenario: Project Manager](#)

### u09d1 - Write Your Discussion Post

Continue building on the course discussion by sharing your insights.

## Unit 10 >> Conflict Resolution: Application and Self-Reflection

### Introduction

As Annie and Zoe are called to the HR office, they turn to wish each other good luck. Riding in the elevator to the HR office, Zoe says she is sorry for acting short-tempered the last few weeks, to which Annie replies, "I'm sorry too; can you forgive me?" Using self-reflection and receiving forgiveness and forgiving oneself for real or perceived transgressions is a constructive step in resolving conflict. Having come to an understanding, the next step would be for Annie and Zoe to attempt reconciliation. Do you think reconciliation is the best strategy for Annie and Zoe?

For the past nine weeks, you have read material about conflict, explored conflict resolution techniques, and evaluated conflict situations. The first part of the course (Weeks 1–3) dealt with a construct and contextual theory about interpersonal conflict. Weeks 4–5 introduced the overarching basis for conflict and communication in domestic institutional situations, dealing with race, gender, ability, and other concepts. Weeks 6–7 addressed the concept of power in conflict. Finally, Weeks 8–9 offered several techniques and applications that can be applied to addressing and resolving conflicts. Equipped with these tools, you can better understand the parties involved and develop constructive solutions to resolve conflict.

**This week you will:**

- **Assignment:** Develop a 3–4 page conflict resolution plan.
- **Discussion:** Participate in the course discussion board.

### Learning Activities

### u10s1 - Assignment Overview

In this week's assignment, you will reflect on past conflicts for recurring themes and behaviors. You will then create a conflict resolution plan that you can use in the future.

### Discussion Overview

Check in on your course discussion. Post any new thoughts you have and respond to your classmates.

## u10s2 - What You Need to Know

Sometimes conflicts are too complex to resolve ourselves. Or it may be that the emotions involved, including your own, are too high. These are times when it may be helpful to bring in a third party to help resolve the conflict.

- Read the following chapter from your *Interpersonal Conflict* textbook to explore when it might be desirable to use a third party for conflict resolution:
  - Chapter 9, "Third-Party Intervention," pages 278–302.

## u10a1 - Conflict Negotiation and Resolution

In the first two course assignments, you analyzed conflicts from both an interpersonal and an institutional perspective. While the conflicts were different, did you notice any themes? How about self-awareness about your responses and behavior in these situations? For this assignment, using the conflicts you explored in your other assignments, create a conflict resolution plan.

To begin, use the Capella library and the Internet to research conflict negotiation strategies and conflict resolution styles. Find at least three resources to use in this assignment to support your plan. Then, select a conflict resolution style that could be used to address the conflict. Once you have identified the conflict resolution style that you could apply, explain conflict negotiation strategies you might have used in the situation. Finally, determine whether the outcomes would have been different or would have remained the same.

Include the following in your 3–4 page conflict resolution plan:

- Analyze consistent themes in the conflict.
- Analyze your behaviors in the conflict.
- Apply a conflict resolution style appropriate to the conflict.
- Determine whether the outcomes when using the selected conflict resolution style would be different or remain the same.
- Compose text that articulates meaning relevant to its purpose and audience.
- Integrate into text appropriate use of scholarly sources and evidence.

## Assignment Requirements

Your conflict resolution plan should meet the following requirements:

- **Written communication:** Written communication is free of errors that detract from the overall message.
- **APA formatting:** Resources and citations are formatted according to current [APA Style and Format](#) guidelines.
- **Resources:** Include a minimum of 3 resources in addition to your textbook. Refer to [How to Search the Library: The Basics](#) for help with using the library to conduct research.
- **Length:** 3–4 typed, double-spaced pages, in addition to title and reference pages.
- **Font and font size:** Times New Roman, 12-point font.

**Portfolio Prompt:** It is recommended that you include this assignment in your ePortfolio. This assignment should illustrate your progress in areas of knowledge related to all the topics presented in this course.

## Competencies Measured

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assignment criteria:

- **Competency 1: Identify variables within structures or institutions that can promote conflict.**



- Identify consistent themes in the conflict.
- **Competency 3: Apply appropriate strategies to reduce or resolve conflicts.**
  - Apply a conflict resolution style appropriate to the conflict.
- **Competency 4: Analyze the impact of conflict on relationship building in face-to-face, virtual, cyber, and group communication.**
  - Analyze your behaviors in the conflict.
- **Competency 5: Evaluate the outcome of proposed strategies of conflict resolution.**
  - Determine whether the outcomes when using the selected conflict resolution style would be different or remain the same.
- **Competency 6: Compose text that articulates meaning relevant to its purpose and audience.**
  - Compose text that articulates meaning relevant to its purpose and audience.
  - Integrate into text appropriate use of scholarly sources and evidence.

**Note:** Your instructor may also use the [Writing Feedback Tool](#) to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

#### **u10d1 - Write Your Discussion Post**

Wrap up your course discussion by reflecting on what you have learned in this course, sharing your insights, and describing one conflict management strategy that you plan to apply in your life.