



Course Syllabus

Course Title: Conflict Resolution for Leaders

Term and Year:

Course and Section Number: LDR 5083

Time and Place: Online

Number of Credit Hours: 3

Instructor:

Office Location/Hours:

Office Phone:

Email:

Course Description: This course will prepare leaders for conflict in an organization. Students will also explore theories, methods, skills, and practices associated with successfully engaging in the dynamics of conflict and negotiation interactions.

Learning Outcomes: Upon completion of this course, the student should be able to:

1. Examine the social dynamics of conflict.
2. Evaluate the impact of behavior in conflict management.
3. Assess conflict escalation during organizational change.
4. Create a plan of action using various approaches for conflict negotiation and resolution.

Prerequisites: None

Required Text: All required readings for this course are in an Open Educational Resource (OER) format, which allows students access to the material at no cost. Weekly readings include chapters and academic research papers from various sources that coincide with each weekly topic. All required readings are provided and listed in each module.

Learning Method: Readings and assignments will serve as the foundation for each week's topic. Weekly course content is enriched by students' personal thoughts on their work and lived experiences and may be accompanied by additional research and articles found online. During this course, students will be asked to reflect on theories and approaches to formulate effective marketing strategies on assignments and class discussions. Students will have the opportunity to learn from the readings and video links provided, and from personal and practical experiences shared from fellow classmates' diverse environments throughout the term.

Attendance/Participation: Students are required to actively participate in weekly readings, videos, discussion forums, writings, and assignments. Students are required to post their own responses to forum discussions and respond to at least (at minimum) one classmate's forum postings each week. Students can work in advance of the schedule however, late assignments will not be accepted.

If you do not participate in the course, you will be counted absent. Simply logging in is not enough; you must submit/complete an assignment, post to a discussion board, or other similar assignment tasks to avoid being counted absent. Instructors are required to submit attendance the Monday following each week of class.

This attendance is reported to the Financial Aid Department and may result in the loss of any financial aid refund you are expecting if you have not been participating in your courses. **In addition, you will be administratively dropped from the course if you are reported absent a total of three weeks.**

Grading/Evaluation: A 150-point grading scale is used for this course. Grading rubrics for each assignment

are posted in Moodle.

Discussion Forums (9 worth x 5 points each) = 45 points

Weekly Assignment (8 worth x 5 points each) = 40 points

Presentations (2 worth x 15 points each) = 30 points

Final Written Paper = 35 points

Course total = 150 points

Final grades are based on the following scale:

139-150 = A

130-138 = B+

121-129 = B

112-120 = C+

105-111 = C

≤ 104 = F

Trine Graduate Grading Scale:

Grade	Percentage	Quality Points	Meaning of Grade
A	93-100	4.0	Excellent
B+	86-92	3.5	Very Good
B	81-85	3.0	Good
C+	75-80	2.5	Above Average
C	70-74	2.0	Average (lowest passing grade)
F	00-69	0.0	Failure
I	Incomplete	Not figured into GPA	
IP	In Progress (grade deferred)	Not figured into GPA	
W	Withdrawal	Withdrawal before completion of 80% of semester	
WP	Withdrawal	Withdrawal after completion of 80% of semester issued only under special circumstances and with approval of the department chair/director	

Coursework & Written Assignments: Submit all assignments in Microsoft Word. Use 1" margins (all four margins), double space, in 12-point font size. No extra spaces between headings or paragraphs. Calibri, Times New Roman or Arial are preferred fonts. Students may use an outline format when submitting answers to questions – any style is accepted except when specified in the assignment module. Assignments should be answered using personal reflections, supported by definitions and examples from the readings and research found online by trustworthy, APA cited sources. APA formatting from the 7th edition is required, especially when

using references in any assignment, including quotes from the course readings. APA guidelines and assistance can be found in the Student Resource Module in Moodle.

Course Policies: Access: [Trine University Course Catalog](#) for all university guidelines, academic policies, and student standards of conduct.

Artificial Intelligence Policy: (Pick one below)

Artificial Intelligence (AI) is prohibited: All work submitted by students in this course must be generated by the student. Students may not have another person or entity contribute to an assignment for them, which includes using AI. Students may not incorporate any part of an AI-generated response in an assignment, use AI to formulate arguments, use AI to generate ideas for an assignment, or submit work to an AI platform for improvement. Using an AI tool to generate content may qualify as academic misconduct in this course.

OR

Artificial Intelligence (AI) is allowed: Students may use AI tools on instructor-identified assignments in this course. To adhere to our scholarly values, students must cite any AI-generated material that informed their work. Using an AI tool without proper attribution may qualify as academic misconduct in this course. It is the responsibility of the student to verify the accuracy, reliability, and ethical implications of AI-generated content.

Academic Misconduct:

The University prohibits all forms of academic misconduct. Academic misconduct refers to dishonesty in examinations (cheating), presenting the ideas or the writing of someone else as one's own (plagiarism) or knowingly furnishing false information to the University by forgery, alteration, or misuse of University documents, records, or identification. Academic dishonesty includes, but is not limited to, the following examples: permitting another student to plagiarize or cheat from one's own work, submitting an academic exercise (written work, printing, design, computer program) that has been prepared totally or in part by another, acquiring improper knowledge of the contents of an exam, using unauthorized material during an exam, submitting the same paper in two different courses without knowledge and consent of professors, or submitting a forged grade change slip or computer tampering. The faculty member has the authority to grant a failing grade in cases of academic misconduct as well as referring the case to Student Life.

Plagiarism:

You are expected to submit your own work and to identify any portion of work that has been borrowed from others in any form. An ignorant act of plagiarism on final versions and minor projects, such as attributing or citing inadequately, will be considered a failure to master an essential course skill and will result in an F for that assignment. A deliberate act of plagiarism, such as having someone else do your work, or submitting someone else's work as your own (e.g., from the Internet, fraternity file, etc., including homework and in-class exercises), will at least result in an F for that assignment and could result in an F for the course.

Electronic Devices:

Use of electronic devices including smart watches and cell phones is prohibited during exams or quizzes unless directly allowed by the instructor.

Course Mapping:

Week and Title	Learning Activities and Materials (LO	Assessments (LO alignment)
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	alignment)	
Week One: Introduction to Conflict Resolution	<p>Read:</p> <ol style="list-style-type: none"> 1. Conflict Management, Chapter 1: 1.1-1.5 (LO1) (LO2) 2. Psychology of Human Relations, Chapter 9: 9.1(Understanding Conflict) (LO1) (LO2) <p>Listen:</p>	<p>Participate:</p> <ol style="list-style-type: none"> 1. Introduction Discussion Forum 2. Discussion Forum: Understanding Conflict (LO1) (LO2)

	<ol style="list-style-type: none"> 1. Skill 1: Win-Win – partners or opponents? (Resolve conflict: Everyone can win Podcast) (46:00) (LO1) (LO2) (LO3) <p>Watch:</p> <ol style="list-style-type: none"> 1. Thomas-Kilmann Conflict Model Explained, YouTube (3:06) (LO2) (LO3) (LO4) 	<p>Assignment:</p> <ol style="list-style-type: none"> 1. Examining Your Personal Conflict Style (LO2) (LO3) (LO4)
Week Two: Goals and Power in Conflict, Building Trust	<p>Read:</p> <ol style="list-style-type: none"> 1. Staying with Conflict: A Strategic Approach to Ongoing Disputes by B. Mayer, Chapter 5, pp.140-147 (LO1) (LO2) (LO3) 2. Conflict Management for Managers by S. Raines, Chapter 1, pp. 9-20 (LO1) (LO2) (LO4) 3. Conflict Management, Chapter 4: 4.1-4.3 (LO1) (LO2) <p>Watch:</p> <ol style="list-style-type: none"> 4. How to Build (and Rebuild) Trust, F. Frei, YouTube (15:05) (LO1) (LO2) (LO3) 	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Building Trust (LO1) (LO2) <p>Assignment:</p> <ol style="list-style-type: none"> 1. Case Study: Resolving Power Disputes (LO1) (LO2) (LO4)
Week Three: Bargaining, Negotiating, and Mediation	<p>Read:</p> <ol style="list-style-type: none"> 1. Conflict Management, Chapter 2: 2.4 - 2.5 (LO1) (LO2) 2. Conflict Management for Managers by S. Raines, Chapter 7, pp. 199-220 (LO1) (LO2) (LO4) <p>Listen:</p> <ol style="list-style-type: none"> 1. Skill 10: Negotiation (Resolve conflict: Everyone can win Podcast) (48:00) (LO1) (LO2) (LO3) <p>Watch:</p> <ol style="list-style-type: none"> 1. Mediation - the Harvard 7 Elements Method, YouTube (6:21) (LO1) (LO2) (LO3) (LO4) 	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Negotiating and Bargaining Current Events (LO1) (LO2) (LO3) <p>Assignment:</p> <ol style="list-style-type: none"> 1. Negotiating and Mediation Assessment (LO1) (LO2) (LO3) (LO4)

		2. Q&A: Gauging your Comfort Level and Experience with Bargaining, Negotiating, and Mediation (LO2) (LO3)
Week Four: Internal and External Disputes, and Organizational Problem Solving	<p>Read:</p> <ol style="list-style-type: none"> 1. Conflict Management, Chapter 5: 5.1-5.6 (LO1) (LO2) (LO3) 2. Conflict Management for Managers by S. Raines, Chapter 9, pp. 269-279 (LO1) (LO2) (LO3) <p>Listen:</p> <ol style="list-style-type: none"> 1. Skill 8: Mapping the conflict (Resolve conflict: Everyone can win Podcast) (47:00) (LO1) (LO2) (LO3) <p>Watch:</p> <ol style="list-style-type: none"> 1. Problem Solving in the Workplace, YouTube (8:55) (LO2) (LO3) (LO4) 	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Interpersonal Conflicts (LO1) (LO2) <p>Assignment:</p> <ol style="list-style-type: none"> 1. Conflict Problem Solving Scenario (LO1) (LO2) (LO3) (LO4)
Week Five: Workplace Diversity: Bias, Judgement and Emotions	<p>Read:</p> <ol style="list-style-type: none"> 1. Conflict Management, Chapter 6: 6.1-6.5 (LO1) (LO2) 2. Conflict Management, Chapter 7: 7.1-7.5 (LO1) (LO2) 3. Get along, Get It Done, Get Ahead: Interpersonal Communication in the Diverse Workplace, by Hynes, Chapter 1, pp. 117-124 (LO1) (LO2) (LO3) <p>Watch:</p>	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Understanding Bias in Workplace Conflicts (LO1) (LO2) (LO4) <p>Assignment:</p>
	<ol style="list-style-type: none"> 1. Harvard Business School's Linda Hill: Why diversity and conflict are key to leading innovation, YouTube (2:29) (LO2) (LO3) (LO4) 2. Unconscious Bias Introduction, YouTube (1:25) (LO1) (LO2) 	<ol style="list-style-type: none"> 1. Cultural Intelligence Assessment (LO1) (LO2) 2. Video Presentation: Workplace Conflict (LO1) (LO2) (LO3) (LO4)

Week Six: Crisis Management	<p>Read:</p> <ol style="list-style-type: none"> 1. Building Leaders: Paving the Path for Emerging Leaders, Stone, Chapter 9 (LO1) (LO2) (LO3) <p>Listen:</p> <ol style="list-style-type: none"> 1. S05E01 - VW - Expertise and Trust Oh Crap: The Crisis Management Podcast (24:24) (LO1) (LO2) (LO3) (LO4) <p>Watch:</p> <ol style="list-style-type: none"> 1. The Secret to Successful Crisis Management in the 21st Century, YouTube (3:06) (LO2) (LO3) (LO4) 2. How to Lead in a Crisis, YouTube (4:33) (LO2) (LO3) 	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Crisis in the News (LO1) (LO2) <p>Assignment:</p> <ol style="list-style-type: none"> 1. Crisis Management Narrated Presentation (LO1) (LO2) (LO3) (LO4)
Week Seven: Virtual Conflict Resolution and Developing Positive Relationships	<p>Read:</p> <ol style="list-style-type: none"> 1. The Leadership Habit : Transforming Behaviors to Drive Results, Chapter 7, pp. 93-108 (LO2) (LO3) (LO4) 2. A Manager's Guide to Virtual Teams, ZOFL, Chapter 5 (LO1) (LO3) 	<p>Participate:</p> <ol style="list-style-type: none"> 1. Discussion Forum: Owning Your Behaviors (LO1) (LO2) (LO4) <p>Assignment:</p>
	<p>Listen:</p> <ol style="list-style-type: none"> 1. Skill 9: Designing options (Resolve conflict: Everyone can win Podcast) (47:00) (LO1) (LO2) (LO3) <p>Watch:</p> <ol style="list-style-type: none"> 1. Own Your Behaviours, Master Your Communication, Determine Your Success, YouTube (18:30) (LO2) (LO3) (LO4) 	<ol style="list-style-type: none"> 1. Q&A: Assessing Virtual Conflict Resolution (LO2) (LO3) (LO4) 2. Podcast Reflection: Mapping Your Approach for Conflict Resolution Success (LO1) (LO2) (LO3) (LO4)

Week Eight: Bringing it All Together	Read: 1. Conflict Management for Manager by S. Raines, Conclusion pp. 391-396 (LO1) (LO2) 2. Review and reflect on Weeks 1-7 readings Listen: 1. The Laws of Trust with Joel Peterson – #190 (The Remarkable Leadership Podcast) (31:28) (LO1) (LO2) Watch: 1. Finding Confidence in Conflict, YouTube (11:26) (LO2) (LO3) 2. Review and reflect on Weeks 1-7 videos	Participate: 1. Discussion Forum: Evaluating Your Confidence in Conflict Resolution (LO1) (LO2) (LO4) Assignment: 1. Written Paper: Conflict Resolution for Leaders (LO2) (LO3) (LO4)
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References

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