

**BMG 67.4 Course Outline as of Fall 2012****CATALOG INFORMATION**

Dept and Nbr: BMG 67.4 Title: CONFLICT MANAGEMENT

Full Title: Conflict Management

Last Reviewed: 4/14/2025

Units		Course Hours per Week		Nbr of Weeks	Course Hours Total	
Maximum	1.50	Lecture Scheduled	1.50	17.5	Lecture Scheduled	26.25
Minimum	1.50	Lab Scheduled	0	3	Lab Scheduled	0
		Contact DHR	0		Contact DHR	0
		Contact Total	1.50		Contact Total	26.25
		Non-contact DHR	0		Non-contact DHR	0

Total Out of Class Hours: 52.50

Total Student Learning Hours: 78.75

Title 5 Category: AA Degree Applicable

Grading: Grade or P/NP

Repeatability: 00 - Two Repeats if Grade was D, F, NC, or NP

Also Listed As:

Formerly:

**Catalog Description:**

Develops knowledge and skills for analyzing causes of conflict and summarizing the points of conflict and points of common interest with the goal of resolving the conflict. Explores mediation strategies and reviews the steps for resolving conflict in order to develop an action plan.

**Prerequisites/Corequisites:****Recommended Preparation:**

Eligibility for ENGL 100 or ESL 100

**Limits on Enrollment:****Schedule of Classes Information:**

Description: Develops knowledge and skills for analyzing causes of conflict and summarizing the points of conflict and points of common interest with the goal of resolving the conflict. Explores mediation strategies and reviews the steps for resolving conflict in order to develop an action plan. (Grade or P/NP)

Prerequisites/Corequisites:

Recommended: Eligibility for ENGL 100 or ESL 100

Limits on Enrollment:

Transfer Credit: CSU;

Repeatability: Two Repeats if Grade was D, F, NC, or NP

## **ARTICULATION, MAJOR, and CERTIFICATION INFORMATION:**

<b>AS Degree:</b>	<b>Area</b>	Effective:	Inactive:
<b>CSU GE:</b>	<b>Transfer Area</b>	Effective:	Inactive:

<b>IGETC:</b>	<b>Transfer Area</b>	Effective:	Inactive:
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<b>CSU Transfer:</b>	Transferable	Effective:	Fall 2012	Inactive:
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<b>UC Transfer:</b>		Effective:		Inactive:
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**CID:**

**Certificate/Major Applicable:**

Certificate Applicable Course

## **COURSE CONTENT**

### **Outcomes and Objectives:**

Upon completion of the course, students will be able to:

1. Distinguish between binding arbitration, managerial arbitration, managerial mediation, and community mediation.
2. Formulate a description of the conflict including the historical context and the positions, issues, and interests of each participant.
3. Examine contributing causes of the conflict such as individual factors and differences.
4. Recognize specific clues for identifying misinterpretations or communication breakdowns.
5. Identify standards for identifying unacceptable behavior within an organization such as the mission statement, company or department policies and procedures, company codes, and union guidelines.
6. Identify standards, laws, health department or OSHA (Occupational, Safety, and Health Administration) requirements, neighborhood groups, and other social constructs used for recognizing unacceptable behavior within the community.
7. Examine organizationally induced conflicts and determine areas for change.
8. Review and apply conflict management strategies.
9. Recognize and apply the steps for resolving conflict.
10. Develop an action plan and construct a settlement agreement.
11. Evaluate the conflict resolution process including the agreement.

### **Topics and Scope:**

1. Dispute resolution options
  - a. Arbitration
  - b. Managerial arbitration
  - c. Managerial mediation
  - d. Community mediation
2. Description of the conflict

- a. Disagreement or difference
  - b. Parties involved in conflict
  - c. Stakeholder or person(s) affected by outcome
  - d. Positions of participants
  - e. Issues of participants
  - f. Interests of participants
3. Historical content and causes of conflict
  - a. Contributing causes
  - b. Individual factors or differences
  - c. Values by personality types
  - d. Clues for misinterpretations
  - e. Clues for communication breakdowns
  - f. Areas of resistance
  - g. Goal competition
  - h. Organizationally induced conflict(s)
4. Organizational standards
  - a. Organizational mission statement, goals, and values
  - b. Organizational or department policies and procedures
  - c. Organizational codes of conduct
  - d. Organizational codes of safety
  - e. City, state, county, federal law
  - f. Union guidelines and requirements
5. Community standards
  - a. Health Department
  - b. OSHA
  - c. Police, sheriff, and fire departments
  - d. County or state code enforcement agencies
  - e. City, state, county, federal law
  - f. Local governing boards (schools, hospitals, etc.)
  - g. Neighborhood associations
6. Postures and conflict management styles of participants
  - a. Collaborating: high assertiveness and high cooperativeness
  - b. Compromising: mid assertiveness and mid cooperativeness
  - c. Accommodating: low assertiveness and high cooperativeness
  - d. Competing: high assertiveness and low cooperativeness
  - e. Avoiding: low assertiveness and low cooperativeness
7. Mediator's role
  - a. Appropriate time and space
  - b. Ground rules
  - c. Tasks of the mediator(s)
  - d. Techniques for encouraging collaborative communication
8. Stages of mediation
  - a. The opening
  - b. Participants take turns talking to mediator(s)
  - c. Participants take turns talking directly to each other
  - d. Working toward resolution
  - e. Solutions and agreements
9. Developing a plan of action or settlement agreement
  - a. Points of agreement
  - b. Points of disagreement
  - c. Identify options, based on issues and interests
  - d. Agreements based on options

- e. Writing an agreement
  - f. Closing and debriefing
  - g. Providing arrangements for follow up
10. Evaluation of conflict resolution
- a. The agreement content scale
  - b. The process scale
  - c. The feelings scale
  - d. The relationship scale

### Assignment:

- 1. Reading 15-30 pages per week.
- 2. 4-6 written assignments
- 3. Preparation for in-class activities
- 4. Group activities
- 5. Role-playing
- 6. 2-5 written case studies
- 7. Skill demonstrations (e.g., mediation techniques)
- 8. Participation in classroom activities
- 9. One final examination

### Methods of Evaluation/Basis of Grade:

**Writing:** Assessment tools that demonstrate writing skills and/or require students to select, organize and explain ideas in writing.

Written assignments, case studies

Writing  
25 - 35%

**Problem Solving:** Assessment tools, other than exams, that demonstrate competence in computational or non-computational problem solving skills.

Group activities, case studies

Problem solving  
20 - 25%

**Skill Demonstrations:** All skill-based and physical demonstrations used for assessment purposes including skill performance exams.

Role-playing, mediation techniques

Skill Demonstrations  
20 - 40%

**Exams:** All forms of formal testing, other than skill performance exams.

Final exam to include multiple choice, true/false, short essays

Exams  
10 - 20%

**Other:** Includes any assessment tools that do not logically fit into the above categories.

Attendance and participation

Other Category  
0 - 20%

**Representative Textbooks and Materials:**

Successful Conflict Management Tools, By Jack Gordon. Pfeiffer Publishing, 2007.

The Conflict Survival Kit, by Goodwin & Griffith. Prentice Hall Publishing, 2006.