

**BMG 67.4 Course Outline as of Summer 2021****CATALOG INFORMATION**

Dept and Nbr: BMG 67.4 Title: CONFLICT MANAGEMENT

Full Title: Conflict Management

Last Reviewed: 8/27/2018

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:**

Explore mediation strategies as well as communication theory and techniques with the goal of conflict resolution. Examine contributing causes of conflict. Analyze the management mediation process and the community mediation process for resolving conflicts.

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

Eligibility for ENGL 100 or ESL 100

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

Description: Explore mediation strategies as well as communication theory and techniques with the goal of conflict resolution. Examine contributing causes of conflict. Analyze the management mediation process and the community mediation process for resolving conflicts. (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:
<b>CSU Transfer:</b>	Transferable	Effective: Fall 2012	Inactive:
<b>UC Transfer:</b>		Effective:	Inactive:

### **CID:**

**Certificate/Major Applicable:**  
Certificate Applicable Course

## **COURSE CONTENT**

### **Student Learning Outcomes:**

At the conclusion of this course, the student should be able to:

1. Differentiate between arbitration and mediation.
2. Apply the steps of a mediation process.

### **Objectives:**

At the conclusion of this course, the student should be able to:

1. Distinguish between binding arbitration, managerial arbitration, managerial mediation, and community mediation.
2. Explain communication theory and positive communication techniques.
3. Complete assessments to determine individual conflict management style.
4. Examine contributing causes of conflict such as individual differences, workplace behaviors, and organizationally induced conflicts.
5. Recognize clues for identifying misinterpretations, communication barriers, and communication breakdowns.
6. Identify historical considerations that may be contributing to the conflict.
7. Identify standards of acceptable behavior within the organization to explore settlement of the conflict, such as the company or department policies and procedures, company codes, and union agreements.
8. Identify standards of acceptable behavior within the community to explore settlement of the conflict, such as OSHA (Occupational Safety and Health Administration), the Health Department, and neighborhood associations.
9. Apply mediation stages with the goal of resolving conflict.
10. Construct a settlement agreement.

### **Topics and Scope:**

- I. Dispute Resolution Options
  - A. Binding arbitration

- B. Managerial arbitration
- C. Managerial mediation
- D. Community mediation
- II. Communication Process
  - A. Sender/Message/Channel/Receiver
  - B. Feedback loop
  - C. Positive communication techniques
  - D. Communication roles
  - E. Assertive behavior techniques
  - F. Listening skills
- III. Conflict Management Mode Assessment: Thomas-Kilmann Instrument
  - A. Collaborative: high assertiveness and high cooperativeness
  - B. Compromising: mid assertiveness and mid cooperativeness
  - C. Accommodating: low assertiveness and high cooperativeness
  - D. Competing: high assertive and low cooperativeness
  - E. Avoiding: low assertiveness and low cooperativeness
- IV. Contributing Causes of Conflict and Historical Content
  - A. Historical considerations contributing to the conflict
  - B. Workplace behaviors contributing to the conflict
  - C. Individual differences:
    - 1. High context/low context, generational values,
    - 2. Work values, personal values, cultural variables
  - D. Organizationally Induced Conflicts
- V. Organizational Standards for Clarification of Conflict
  - A. Organizational mission and vision statements, goals, and values
  - B. Organizational or departmental policies and procedures
  - C. Organizational codes of safety and codes of conduct
  - D. City, State, County, and Federal law
  - E. Union contracts and MOUs (Memorandum Of Understanding)
  - F. Performance appraisals
- VI. Community Standards for Clarification of Conflict
  - A. OSHA
  - B. Health Department
  - C. Police, sheriff, and fire departments
  - D. County or state code enforcement agencies
  - E. City, State, County, and Federal law
- VII. Mediator's Role
  - A. Appropriate time and space
  - B. Control of external and internal interference
  - C. Ground rules
  - D. Tasks of the Mediator(s)
    - 1. Explanation of the process
    - 2. Recognition of clues of misinterpretation
    - 3. Recognition of signals of a shift in attitude
    - 4. Recognition and confirmation of agreements
  - E. Techniques for encouraging collaborative communication
- VIII. Stages of Mediation
  - A. The opening by the mediator
  - B. Participants take turns talking to mediator(s)
  - C. Participants take turns talking to each other
  - D. Working toward resolution
  - E. Solutions and agreements

## IX. Development of a Plan of Action or Settlement Agreement

## X. Evaluation of the Conflict Resolution Process

### Assignment:

1. Reading 50-70 pages
2. Written assignments (8 - 10)
3. Assessments to determine individual conflict management style
4. Participation in classroom activities to include mediation techniques
5. Group and individual activities such as determining ground rules, channels of communication, individual differences, and organizational standards for clarifying conflict
6. Listing stages of mediation process
7. Final exam

### 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

Writing  
30 - 45%

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

Group and individual activities such as determining ground rules, channels of communication, individual differences, and organizational standards for clarifying conflict,, individual conflict style

Problem solving  
30 - 55%

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

Listing stages of mediation process

Skill Demonstrations  
0 - 30%

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

Final exam

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:

Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes. Raines, Susan. Jossey-Bass Publishing. 2013 (classic)

The Conflict Survival Kit. 2nd ed. Griffith, Daniel and Goodwin, Cliff. Pearson. 2012 (classic)