

# CONFLICT MANAGEMENT

## HRM724

### Course Overview

*“If we manage conflict constructively, we harness its energy for creativity and development”. Kenneth Kaye*

In this course you will learn about the process of understanding the interpersonal conflicts and selecting appropriate tactics and processes to address them. It involves implementing strategies to limit the negative aspects of conflict and to increase the positive aspects with the aim to enhance learning and positive organizational outcomes. Different dimensions regarding the assessment of the sources of conflict, the individual characters involved, their goals and the communication environment will be addressed in this course. How parties to the conflict must acknowledge each other's perspective, and assume an attitude of cooperation and participation in the management process. This course provides rigorous and explicit definitions for the variety of interpersonal conflict and the persons involved in conflict and it will conceptually describe the major forms of dispute resolution. It will introduce the concept of conflict diagnosis and some recurrent themes that have their origins in the social sciences. These recurrent themes will allow us to open our minds to new possibilities and to be receptive to some of the more radical forms of alternative dispute resolution.

### Target Audience

This course has been designed for MS students to hone their analytical skills and research abilities. It will be very productive and helpful for the students who want to precede their career as a manager, consultant or as scholar. This course will enable you to comprehend the critical situations at workplace and exploring the causes along with suggesting appropriate solutions. Research articles will also be the part of the course which will be helpful in sharpening your conflict managing skills by providing theoretical concepts; and discussion over the results' finding; on the basis of the collected data from contrived and non-contrived setting. At the same time it would be learning and productive activity for those scholars who see their future in academia field being as teacher or as future trainer.

### Course Objectives

- i. The course is intended to help students accomplish the following learning objectives:
- ii. Enable students to understand the nature of conflict and that conflict can serve a functional purpose

- iii. To help student to demonstrate proficiency and fluidity in use of the various strategies and techniques to manage conflicts
- iv. To helpful for student to accurately describe the differences in approaches usage and assess the appropriateness of their applications in various settings
- v. To engender the ability to consistently articulate rationale for applying a particular tool at a given stage in the conflict engagement and resolving process
- vi. To enable students to understand a research paper by grasping literature review, its theoretical models and relevancy and validity of research conclusions.

## **Course Outcomes**

At the end of the course, students will be able to:

- I. Understand the use of effective communication skills in managing conflicts
- II. Describe and explain the importance of Conflict Management
- III. Understand the main Dispute Resolution Processes
- IV. Understand and apply the multi-dimensional conflict resolution strategies, principles, and methodologies to real world domains relevant to their emphasis of study, such as family, business, and education
- V. Assess the impediments to Resolving the conflict, Negotiation styles and Practices of the participants
- VI. Understand and apply the ethical standards while managing the conflicts among culturally diversified parties
- VII. Understand the research papers and their applications in real workplace settings and how they can apply such learnings in their practical lives

## **Course Content**

Following important topic will be covered in this course.

Introduction to Conflict  
Dispute Resolution  
Preconceptions about Conflict  
Conflict Diagnosis  
Recurrent themes in Conflict Diagnosis  
Describing the Conflict  
Sources and Causes of Conflict  
Interest Analysis  
Assessing the Character of Conflict  
Trust and its significance  
Assessing Impediments to Resolve the Conflict  
Assessing the Negotiation Style  
Assessing Power Among Disputants  
Power, Conflict and BATNA  
Stereotypes, Diversity And Conflict

Mediation  
Arbitration  
Non-Binding Evaluation  
Mixed and Multimodal Dispute Resolution  
Power Tools and Magic Keys  
Panchayat, Local Government System and ADR

### **Recommended Books**

1. Conflict Diagnosis & Alternative Dispute Resolution  
Ist Edition  
Laurie S. Cultri
2. Conflict Management  
Ist Edition  
Barbara A. Budjac Corvette

### **Course Strategy:**

During the semester the lectures will be aired on VU channels. Four lectures per week will be opened for discussion. Lectures are also available on LMS, you tube, VU open courseware and CDs.

Students will be able to ask the questions regarding different concepts discussed in lectures through moderate discussion board (MDB).

One online session will be conducted to discuss the course related issues and new further topics.

Activities will be based on research articles and articles will be available in download section for further study.

The student's performance will be assessed while giving graded activities i.e. Assignments and GDB.

### **Assessment Scheme:**

Weightage Graded Discussion Board: 5  
Weightage Assignment: 10  
Weightage Midterm Exams: 40  
Weightage Final term exams: 45 weightage