



CONFLICT RESOLUTION AND NEGOTIATION

Syllabus BOK 2.27 NCR 221

Quarter/Year: Fall/2024

CTS Credits: 6

Instructor: Frederic Labarre PhD

US Credits: 3

Contact: Frederic.labarre@uacu.edu.ua

Prerequisites: N/A

Course Description

This course provides students with the knowledge and skill necessary to understand the basics of conflict management, negotiation, and resolution. In this course, the student will learn about the nature and definition of conflict, its causes, how to analyze a conflict and engage in methods to reach agreement with counterparts. This course uses scenario-based exercises to develop skills and knowledge. The course covers negotiation and conflict resolution cases that are applicable across the spectrum of business management activities, from labour relations to government relations, by way of day-to-day issues.

Course Outcomes

PH 1. Know their own personal rights and responsibilities as a member of society, be aware of the values of the civil society, the rule of law, human and civil rights and freedoms in Ukraine.

PH 2. Preserve the moral, cultural, scientific values and increase the achievements of society, use various types and forms of physical activity in order to maintain a healthy lifestyle.

PH 3. Demonstrate the knowledge of theories, methods and functions of management, modern leadership concepts.

PH 4. Demonstrate the skills to identify problems and justify management decisions.

PH 6. Demonstrate the skills to search, collect and analyze information, calculate indicators to justify management decisions.

PH 7. Demonstrate organizational design skills.

- PH 8. Apply management methods to ensure the effectiveness of an organization.
PH 12. Assess the legal, social and economic consequences of an organization's operation.
PH 13. Communicate orally and in writing in the state and foreign languages.

Competencies

- 3K.1. Ability to realize their rights and responsibilities as a member of society, to understand the values of civil (free democratic) society and the need for its sustainable development, the rule of law, human and civil rights and freedoms in Ukraine.
3K.3. Ability to abstract thinking, analysis, synthesis.
3K.4. Ability to apply knowledge in practical situations.
3K.6. Ability to communicate in the state language both orally and in writing.
3K.7. Ability to communicate in a foreign language.

- CK.1. Ability to identify and describe the characteristics of the organization.
CK.4. Ability to identify functional areas of the organization and the relationships between them.
CK.5. Ability to manage the organization and its departments through the implementation of management functions.
CK.7. Ability to choose and use modern management tools.
CK.9. Ability to work in a team and establish interpersonal interaction in solving professional problems.

Internationality:

This course will expose the student to international cases of conflict resolution and negotiation. Knowledge of such cases should also facilitate professional student mobility.

Communications

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. E-mail messages will normally be answered within 24 hours.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student responsibilities:

Tasks will be given to you in advance. If you do not understand the task, the instructor is there for you. Seek help! Do not wait until the last minute.

Students are expected to prepare for their scenario-based assignments using the teaching aids supplied by the instructor. Students are also expected to read the material corresponding to each week of instruction.

Finally, students are expected to *participate actively* in the course.

Technical aspects:

Whenever possible, classes will be given in person.

When classes will have to be delivered remotely, lessons may be pre-recorded for student viewing in case a lack of connectivity is anticipated.

Lectures may be recorded for future revision by the students.

Grading policy:

Unless previously agreed with the lecturer, no extension will be granted for assignments. The grades for late assignments will be that of the Ukrainian-American Concordia University currently in effect.

The marking grid will be shared with students on the first lesson. Grades will be assigned based on this grid. The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60% (70% for Master's courses). Your weekly grade covers a 10% participation bonus.

Grading Policy

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)

35% - 59%	FX	Not acceptable, possible repetition of course
-----------	----	---

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Structure of grading for the course:

Participation:	10 points
Assignments:	40 points (2 assignments x 20 points)
Mid-term:	20 points
Final exam:	30 points

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of working on lecture materials (including consultations) and 7 academic hours of personal work. Personal work includes tasks completing. Note: 1 academic hour equals 40 minutes.

Assignment format

There will be a mid-term exam composed of multiple-choice questions. The final exam will be a mix between short answers and longer essay-type answers.

The two assignments during the course will be based on the scenario exercises that we will undertake. They will consist on short (2 pages, max) briefing notes and analysis notes.

Academic dishonesty

Academic integrity is submitting one's original own work and properly acknowledging the contributions of others.

In this sense, the use of Artificial Intelligence (AI) tools is strictly prohibited during the course because AI interaction is in reality the result of an automated internet search and response of millions of individual inputs. AI is therefore « alien » intelligence, which means, the intelligence of someone else. It is no different from copying someone else's work.

Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final exam the unsatisfactory grade ("0") is assigned for the course total.

Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean's office) and on UACU's computer/laptop or online on the student's computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who evade this requirement will be expelled from the course with grade "0".

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final

exam is done through a letter to the Dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines is not possible.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****SYLLABUS

Date	Topic	Readings/Assignments
Lecture 1	Introduction to the course Conflict: Definition and nature	Pre-recorded class
Lecture 2	Good and evil in human relations A discussion on ethics and perception	Reading 1
Lecture 3	Recognizing conflict: Types of conflict and recourse to the law	Reading 2
Lecture 4	Mapping conflict in the workplace: The human factor	Reading 3
Lecture 5	The structure of conflict Distributive vs. Integrative Resolution	Reading 4
Lecture 6	Conflict resolution theory To negotiate or not?	Reading 5
Lecture 7	Preparing to resolve a conflict The five stages of negotiation – What is YOUR goal?	Assignment 1 Deadline
Lecture 8	Five stages of negotiation: Investigation and the BATNA	Reading 6
MID-TERM EXAM		
Lecture 10	Five styles and five techniques of negotiation: Strategy-making	Reading 7

Lecture 11	Case study 1: Plea bargaining	
Lecture 12	Case study 2: Labour negotiation	
Lecture 13	Case study 3: Political bargaining	
Lecture 14	Case study de-brief	
Lecture 15	Cross-cultural negotiations	Assignment 2 Deadline
Lecture 16	Alternative Dispute Resolution	Reading 8
FINAL EXAM		

Readings: Numbers in Readings/Assignment column of the syllabus refer to numbers below. Readings must be done for the day of the lesson!

READINGS

1. Josh Hyatt and Jeffrey Gruenglas. "Ethical Considerations in Organizational Conflict" Francesco M. F. Rodriguez, ed. *Conflict Management, Organizational Happiness, Mindfulness, and Coping Strategies*, (InTech Open, 2024), 1-18.
2. Michal Alberstein and Navrit Zimmerman. "Constructive Plea Bargaining: Towards Judicial Conflict Resolution", *Ohio State Journal of Dispute Resolution* 32, no. 2 (2017), 279-294.
3. Simon Mason and Sandra Rychard. *Conflict Analysis Tools*. (Bern: SDC/COPRET, 2005).
Otomar J. Bartos. "Modeling Distributive and Integrative Negotiations", *Annals of the American Academy of Political and Social Sciences* 542, (November 1995), 48-60.
4. Sergio da Silva. "System 1 vs System 2 Thinking", *Psych* 5, 2023, 1057-1076.
5. Jessica Notini. *Effective Alternatives in Mediation: 'BATNA/WATNA' Analysis Demystified*. California Courts/Northern California Mediation Association, n.d.
6. G. Nicholas Herman, Jean M. Cary, & Joseph E. Kennedy. *Legal Counselling and Negotiating: A Critical Approach* (NY: Mathew Bender & Co. 2001), 151-165.
7. Harold Abramson. "Selecting Mediators and Representing Clients in Cross-Cultural Disputes", *Cardozo Journal of Conflict Resolution* 7, no. 253 (2007), 253-275.

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 4 від 27.08.2024 року

Проректор з навчально-методичної
роботи



Л.І.Кондратенко

Завідувач кафедри

Викладач

