

DRF534

MANAGING CONFLICT

Number of ECTS credits : 2

Course language : Anglais

Course leader : REED Heidi

Speakers : HENNEKAM SOPHIE

≡ COURSE DESCRIPTION

Conflict in the workplace is inevitable. Avoiding conflict may create other problems, and failing to solve a particular conflict then leads to greater conflicts in the future. Conflict in the workplace can occur within ourselves, between coworkers, between groups, and between external stakeholders with whom the organization interacts. In this course, students will learn how to analyze conflicts and then choose an appropriate conflict management approach to handle the situation. They will also reflect on their own views and comfort level in dealing with conflict. Finally, even if conflict can cause stress and even lead to increased absenteeism and employee turnover, not all conflict is bad. More and more organizations are realizing the benefits of “functional” conflict. This course will help students understand how to benefit from conflict while reducing its negative outcomes.

≡ COURSE OBJECTIVES

During the course, students will learn to:

- Develop their ability to frame problems from different perspectives
- Understand the role of emotions in conflict and how to manage them
- Evaluate the role of relationships in conflict
- Select appropriate conflict management strategies based on the context

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

≡ TACKLED CONCEPTS

- Functional conflict & group synergy
- Conflict management styles
- Problem framing
- Thinking approaches
- Emotional intelligence
- Sociograms
- Stakeholder management

≡ LEARNING METHODS

In addition to brief lectures, the course will rely heavily on in class activities including role plays, case studies, and group discussions.

≡ ASSIGNMENTS

In groups, students will create a role-play to show their understanding of the Thomas-Kilmann Conflict Mode Instrument. 40%

At the end of the course, students will write a reflection in which they will analyse a past conflict they have experienced using the theories discussed in class. 60%

≡ BIBLIOGRAPHY

- AINSWORTH-LAND, G. T., & JARMAN, B. (2000). *Breakpoint and beyond: mastering the future--today*. Champaign, Ill, HarperBusiness.
- ACKOFF, R. L. (1978). *The art of problem solving: Accompanied by Ackoff's fables*. New York, J. Wiley.
- BASSETT-JONES, N. 2005. The Paradox of Diversity Management, Creativity and Innovation. *Creativity & Innovation Management*, 14, 169-175.
- DE BONO, E. (2008). *Six thinking hats*. London, Penguin.
- DIJK, H., ENGEN, M. L. & KNIPPENBERG, D. (2012). Defying conventional wisdom: A meta-analytical examination of the differences between demographic and job-related diversity relationships with performance. *Organizational Behavior & Human Decision Processes*, 119, 38-53.
- FISHER R., & URY W. (1981). *Getting to Yes: Negotiating Agreement Without Giving In*. New York. Penguin Book.
- GUILFORD, J. P. (1971). *The nature of human intelligence*. London, McGraw-Hill.
- HALL, J. (1971). Decisions, decisions, decisions. *Psychology Today*, pp. 51-54, 86- 88.
- JANIS, I. L. (1972). *Victims of groupthink*.
- KATZ, N. H., & SOSA, A. (2015). The Emotional Advantage: The Added Value of the Emotionally Intelligent Negotiator. *Conflict Resolution Quarterly*. 33, 57-74.
- KNOUSE, S. B., & DANSBY, M. R. (1999). Percentage of Work-Group Diversity and Work-Group Effectiveness. *The Journal of Psychology*. 133, 486-494.
- MARKS M., & HAROLD C. (2011). Who asks and who receives in salary negotiation. *Journal of Organizational Behavior*. 32, 371-394.
- MORENO, J. L. (1934). *Who shall survive?: foundations of sociometry, group psychotherapy, and sociodrama*. Washington, D.C., Nervous and Mental Disease Publishing Co.
- RAHIM, M. A. (1992). *Managing conflict in organizations*. New York, N.Y., Routledge.
- ROBBINS, S. P., & JUDGE, T. (2012). *Organizational behavior*. Boston, Pearson.
- RONALD K. MITCHELL, BRADLEY R. AGLE, & DONNA J. WOOD. (1998). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts.
- SALOVEY, P., & MAYER, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*. 1989-90.
- SCHROTH, H. A., BAIN-CHEKAL, J., & CALDWELL, D. F. (2005). Sticks and Stones May Break Bones and Words Can Hurt Me: Words and Phrases That Trigger Emotions in Negotiations and Their Effects. *International Journal of Conflict Management*. 16, 102-127.
- SHEN, J., CHANDA, A., D'NETTO, B. & MONGA, M. 2009. Managing diversity through human resource management: an international perspective and conceptual framework. *International Journal of Human Resource Management*, 20, 235-251.
- SOHAIL, A., REHMAN, K. U., SHAMS UL, H., IQBAL, J. J., RAZAQ, A. & SABIR, M. S. 2011. The impact of Diversity training on Commitment, Career satisfaction and Innovation. *Journal of Economics & Behavioral Studies*, 3, 257-263.
- THOMAS, K. W., & KILMANN, R. H. (1974). *Thomas-Kilmann conflict mode instrument*. [S.l.], Consulting Psychologists Press.
- TRUDEL J., & REIO T.G. (2011). Managing workplace incivility: The role of conflict management styles-antecedent or antidote? *Human Resource Development Quarterly*. 22, 395-423.
- VOLKEMA, R. J. (1995). Creativity in MS/OR: Managing the Process of Formulating the Problem. *Interfaces*, 25, 3, 81-87.
- WILLIAMS, K. & O'REILLY, C. 1998. Demography and Diversity in Organizations: A Review of 40 Years of Research. *Research in Organizational Behavior*, 20, 77-140.
- YANG, Y. & KONRAD, A. M. 2011. Diversity and organizational innovation: The role of employee involvement. *Journal of Organizational Behavior*, 32, 1062-1083.

≡ EVALUATION METHODS

0 % : Contrôle Continu

≡ SESSIONS

1

Intrapersonal Conflict: Me against myself

LECTURE : 03h00

We will have a brief introduction and overview of the course followed by student as well as academic opinions on the good and bad points of conflict at work. We will end with a focus on interpersonal conflict in which students will think about how their own personalities and values might conflict with certain actions or responsibilities they have at work.

2**Intragroup Conflict Part 1: Making the most of team conflict**LECTURE : 03h00

This session will focus on intragroup conflict or conflict between group members. Through class activities, we will learn how to promote functional conflict and minimize the harmful effects of conflict while promoting the good.

3**Intragroup Conflict Part 2: Reducing team conflict**LECTURE : 03h00

We will continue our discussion on intragroup conflict focusing this time on ways to eliminate or reduce conflict in order to improve problem solving approaches.

4**Interpersonal conflict: Getting along with others**LECTURE : 03h00

This session will focus on interpersonal conflict or conflict between two people. We will learn about the role of emotions in conflict and how to manage and analyze workplace relationships.

5**Intergroup Conflict: When groups collide**LECTURE : 03h00

This session will focus on intergroup conflict or conflict between groups. Techniques to manage conflict between internal and external groups to the company will be discussed.
