Course Title: Management of Change and Conflict
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Course Description

This course will address two important aspects of administration: Change and Conflict. Change and Conflict are interrelated parts of a whole; each contributing to, and affecting the other. Both have a significant impact on organizations and the administration of organizational objectives.

This course examines techniques and issues involved in managing conflict in group and inter-group (public) settings. Focus is placed on the role of the individual in conflict, and ways the public manager can use the public management dispute strategies to advance community interests.

In addition, this course will analyze theories and strategies of planned change as a basis for managing organizational and social conflict. The primary focus in this area will be on change strategies as administrative interventions.

Course Goals

The purpose of this course is to provide the students with an understanding of:

- The nature of complex organizations and open systems theory as it relates to change and conflict management.
- Theories and characteristics of change and innovation
- The nature and levels of change within an organization.
- The nature of organizational conflict including role conflict, interpersonal, intergroup and inter-organizational conflict.
- The variety of strategies and techniques that may be utilized to bring about organizational change and/or conflict management.

Course Outline

This course will include, but is not limited to, the following subject areas:

- External factors of change and conflict.
- Environmental-organizational interface
- Environmental changes
- Change Theory
- Internal environments of conflict and change
- Nature of organizational conflict
  1) role conflict
  2) interpersonal conflict
  3) intergroup conflict
  4) interorganizational conflict
• Organizational structure and change
  1) dynamic and static organizations
  2) resistance to change-organization and individual
  3) organizational innovation
• Strategies for Change and Conflict Management
  (1) Rational-empirical strategies
  (2) Re-educative strategies
  (3) Power-coercive strategies

Required Materials


Handouts--Found in the Course Documents Section--As needed.

Movie Options—(Students must watch one of the following)

The Insider (1999)
Traffic (2000)
13 Days (2000)

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Grade %</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Blog</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Movie Case/Wiki</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Lecture Discussions</td>
<td>40/10% each</td>
<td></td>
</tr>
<tr>
<td>Exam</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Course Evaluation</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Conflict and Change Blog

12% of the 20% for the assignment will be made up of your Grade for your initial posts
8% of your Grade for interactions with others concerning their blogs,
Both end on 10/30 at 11:59 pm
This assignment is part Personal BLOG and part interaction with your peers.

The blog, worth provides a way for you to demonstrate your engagement in, and personal responsibility for, the learning process. Due to the very nature of online learning, much of the burden of learning falls on the student. The /BLOG is a way for us to engage in the online environment much the way we might in a classroom setting. It provides an outlet for shared understanding, discussion, and insight.

What you will write about (keep in mind, this is not an exhaustive list but merely a suggestion):

Think of this BLOG as an opportunity to dialogue with yourself, your fellow learners and with me about what you are thinking and learning. Try to identify new insights and speculate on their possible consequences. Use the course material to identify, explore, and analyze your own conflict situations, current or historic. Write about what is important to you in the course materials and discussions: what
engaged you, infuriated you, surprised you, pleased you, and why. Pick a point or an insight and mull it over. Chart your thinking and feeling, record your questions, make and enumerate your conclusions, and subject your assumptions to criticism (do the same for mine and those of your class mates). Observe conflicts and conflict management techniques around you (those you are a participant in, those you merely observe in person, or through various media). and analyze them using class material. Above all else, use your blog writings to think critically about how conflict is waged and managed in society, and to identify your own perspectives, speculating on how and why they are similar or different from those held by others (in class, at home, or other groupings).

**How often should you write?**

**1-2 Times per week.** This is not a diary but you should stay on top of it. It is very difficult to create multiple entries long after the occurrence or thought that drove your entry. Keep in mind that the blog entries are part of a community based dialogue and you will be graded on both your initial posts and subsequent interaction with your peers both regarding your posts as well as theirs. That means you need to read other's posts throughout the course.

“Mind dumping” all on one day effectively takes you out of the realm of “participating in dialogue” instead you are just “posting”, which will not get you full points.

**Important Note about grading: You will be graded for two activities in this assignment.**

1. Your personal, initial blog posts. The content is important here but you can say anything. You will not be graded on your feelings, or how you express them. You will be graded on your insight, integration of course material, and the consistency of your blog. To achieve full points you need to be engaging in the blog at least once per week. For those of you who need to know exact scoring: this is how I do it. 12 total points exist for this part. **I expect at least 10 good initial posts.** That means 1 point per initial post with two extra for great content. What does that mean? That means that if you only make 5 initial posts you will only get 5 points, you might get one or two more if the content is awesome but that may or may not be the case.

2. Your interaction with your fellow students on their blogs as well as their interaction on yours. To achieve full points, you should interact with at least 2 other student's blogs every week. You don't have to go on and on with your comments but comments limited to, "you are so right Bob" will not cut it. **Scoring: Basically, 3 interactions equal 1 point.**

In grading your Blog I will be looking for: regular entries; creativity; engagement with the course material, with yourself, and with your fellow students; insightful analysis of conflict processes; synthesis of course materials, and sustained reflections. While I look for agreements or disagreements with perspectives presented by myself or other students, and while I look for conclusions that you put forward, I don't evaluate them. However, their absence will be evaluated, and largely negatively. In other words, I am not grading your opinions and conclusions—just that you have them.

**Discussion Forums**

*40% of your grade, 10% each of 4 discussions.*

**NOTE: An end date and time will be posted for each discussion. NO points will be given after the closing date of the discussion.**

Positive contribution and constructive input to class discussion, exercises and cases, online group work, and other class activities is required.

The primary part of this grade will be assessed based on your participation in the lecture discussions.
You will have 2 weeks for each lecture discussion board, no points will be given after the closing date of the discussion which will be clearly posted in the assignment and in the actual discussion board.

A minimum of 4 posts will be required for a passing grade (7) on each discussion.

Submissions that are entered all on the same day are not "Discussions" they are posts. You will not receive full points for posts input all on the same day.

Full points (10) will be given based on content of the posts and for posts above and beyond the minimum requirements.

A big determinant of success in the BPA or BOM program is how engaged the student becomes in the material, the classroom, and with fellow students. In this course you will be evaluated on your interaction. Each student should come to the online discussions and blogs prepared to interact. All students will be expected to engage in both the discussions, the blogs, and the wiki.

Conflict and Change Movie Case and Discussion

20% of your Grade
Initial Wiki Posting by 10/2, 11:59 pm.
Interactive Movie Discussion must be completed by 10/23, 11:59 pm.

For this assignment each of you will watch one of the movies listed below. You will then need to prepare a short (1 page) review of the key conflict and change themes, concepts, roles, and outcomes that are apparent to you in the film. Your movie case initial thoughts and review will be posted in the appropriate Wiki for me to review and grade.

Movie Case Review Format.
Please create a one page report which includes each of the following:

1. Main Conflict Areas--The actual points of conflict. What is causing each of the conflicts, the primary concerns behind each. Please detail whether the conflict is primary or secondary. Meaning is it part of the overarching concern for all involved, or is it more internal or specific to one or more characters? You should be able to find many points of conflict in each movie. I do not expect to see them all but a good sample across the board.

2. What steps are taken to deal with the conflicts? Are they successful? Evaluate the approaches to conflict resolution. What are your concerns?

3. How do the conflicts shape individuals within the conflict? What are the implications for individuals, organizations, society?

4. Please place this information in the Wiki for me and your fellow classmates to review and discuss.

In the second part of this assignment you will engage in an online discussion of your film with relation to conflict and change concepts. In order to achieve full points for this assignment you will need to engage in the online discussion at least 6 times. There is a big difference between “posting” and “discussing”. A post is just your submission with no interaction or give and take. Consequently, if you “post” all 6 of your discussion board entries on the last day of the assignment, or post all of them on the same day, you will NOT receive full points.

Directions:
Post your case report on the wiki.
Review other's reports. You are responsible for those who have watched the same movie but you may/should feel free to peruse the others.
These are meant to be organic discussions about conflict and change using the movie as a basis for common discussion. That said, please don't spend a lot of time discussing whether or not you liked the movie. Nor do you need to spend any time reviewing the actual movie.

In addition, I am looking for meaningful interaction and thought. Keep in mind, these discussions are
essentially your “class sessions”, they require the same time and effort. Actually, maybe more. In the classroom you can often hide out in the back and never say anything. Online, there is nowhere to hide. ☺

Movie Choices
• The Insider (1999)
• Traffic (2000)
• 13 Days (2000)

Exam
17% of your Grade Exam must be completed by 11/6, 11:59 pm.

At the end of the term you will complete an online exam in blackboard. The exam will cover your reading materials, online lectures, and any pertinent information from our online discussions. The exam will be timed and be made up of a short essay question(s).

Yes, you can use your books...but keep in mind, if you have not read and participated your book will not help you. Listening to lectures, reading, keeping up with the discussions, and reviewing power point presentations are all necessary to be successful in this course.

Course Evaluation
No evaluation points will be given after 11/6, 11:59 pm.

Each course you take at ULV will require your evaluation. This evaluation covers both the faculty and the course itself. All evaluations are done online and are completely anonymous. We use these evaluations to make adjustments to both the curriculum and our teaching. They are extremely important for the continued success of the program. It is part of your duty as a student and future alumni to help us maintain our standards and ultimately improve our curriculum. Courses, which do not receive an appropriate response rate, do not aid us in our pursuit of program excellence. As a gentle reminder for your participation in the evaluation process I have assigned 3 points to this task.