



EXTENDED CAMPUS

COLLEGE *of* PROFESSIONAL
and CONTINUING STUDIES

HR 5113-102: Managing Conflict in the Workplace

Course Description:

This course is an introduction to and overview of conflict and resolution in the workplace. This practical, theoretical, and critical analyses of conflict will involve exploring a variety of approaches to conflict, negotiation, and third-party intervention in the relevant contexts within which conflict management occurs (some discussion of families, groups, and cultural conflict will also be discussed). This course covers three major areas of study: conflict theories, styles, and frameworks; managing conflict using various techniques. Conflict can be a healthy, innovative process and that is the focus of this course. Anyone interested in Human Resource Management should understand the basics of embracing conflict, since HR Professionals are change agents and much of the work Human Resource professionals do creates conflict, even if the change is good for the organization.

Class Dates, Location and Hours:

Dates: October 26 – 28 & November 2 – 4, 2018
Location: Bldg. 201 SE, Tinker AFB, Oklahoma.
Hours: Friday 5:30-9:30 p.m.; Saturday 8:30 a.m.-4:30 p.m.; Sunday 1:00-5:00 p.m.
Last day to enroll or drop without penalty: September 27, 2018

This military installation is not open to the general public. In order to take courses at this installation, students must have a current military or Department of Defense identification card which allows them to access the installation.

Site Director:

Email: aptinker@ou.edu. Phone: 405-739-7365 or DSN 339-7365.

Professor Contact Information:

Course Professor: Robbie Wahnee
Mailing Address: 601 Elm Avenue, Room 730
PHSC, 730
Norman, OK 73019
Telephone Number: (405) 325-1756
E-mail Address: rwahnee@ou.edu
Professor availability: The professor will be available via email to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fhcg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m.

on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Fisher, R., Ury, W. & Patton, B. (1992). *Getting to yes: Negotiating an agreement without giving in* (2nd ed.). New York: Houghton Mifflin. ISBN 9780395631249. Paperback.
2. Patterson, K. & Grenny, J. (2011) *Crucial Conversations Tools for Talking When Stakes Are High* (2nd ed.). McGraw Hill. ISBN-13 978-1469266824 or ISBN-10 1469266822. Paperback.
3. Materials posted on the OU Canvas learning management system, as directed. Access Canvas at <https://oklahoma.instructure.com/>, enter your OU NetID and password, and select course to access material. Please contact your local Site Director if you require assistance.
4. Please bring personal laptop or partner with someone who has one.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Other recommendations for reading/viewing but not required to purchase:

- Baruch Bush, R.A. & Folger, J.P. (2004). *The promise of mediation: The transformative approach to conflict*. New York: Wiley. ISBN 9780787974831.
- Moore, C. W. (2003). *The mediation process: Practical strategies for resolving conflict* (3rd ed.). New York: Wiley. ISBN 9780787964467.
- Ury, W. (1993). *Getting past no: Negotiating your way from confrontation to cooperation*. New York: Bantam. ISBN 9780553371314.

Other Resources-to be used in class include Websites/URL's:

- U.S. Equal Employment Opportunity Commission/Mediation - <https://www.eeoc.gov/eeoc/mediation/>.
- Mediate.com - <http://www.mediate.com/>
- College and University Professional Association for Human Resources - <http://www.cupahr.org>.
- U.S. Department of Labor - <https://www.dol.gov/>.
- Society for Human Resource Management - <https://shrm.org/>.
- O*NET: Detailed descriptions of the world of work - [O*NET](https://www.onet.org/)

Course Objectives:

Upon successful completion of this course, students should be able to:

- Describe theories and research related to conflict management in the workplace.
- Analyze the importance of correct communications in conflict and conflict management processes.
- Analyze the components of conflict that lead to constructive or destructive change management.
- Practice communication that supports principled negotiation and mediation.
- Evaluate the effectiveness and appropriateness of strategies, methods, and responses that are appropriate to a given conflict situation.
- Recommend effective conflict management communication for a given situation

Please use OU email, only. Most personal email goes to my junk mailbox and I rarely check it. Also, any changes to assignments are normally done through OU email. I am not responsible for students who do not receive assignments or changes to class/assignments. Access your OU email through <http://One.ou.edu/>. Enter your OU NetID and password. You must have your account set up by going to the OU IT account management website at <http://accounts.ou.edu>. Follow the instructions. Please contact the IT Help desk at 405-325-HELP (Norman Campus) if you require assistance. IT is available 24/7. **OU email is my primary method of communication.** If you send me work from any other email, and it goes to my junk mail, I more than likely will delete without ever reading it. Your fees pay for OU Email and OU is my employer. **No exceptions.**

Academic Standards for Written Assignments

APA writing style is required for all work. Work must be referenced/cited. Students are expected to read, understand, and comply with the requirements of the latest Edition of the *Publication Manual of the American Psychological Association* for all assignments and manuscripts. The manual you choose should also appear in your bibliography. This includes the “Ethical Standards for the Reporting and Publishing of Scientific Information” included therein. To that end, all work submitted orally or in writing for this course must be the student’s own and may not have been used, whole or in part, for any other purpose without the professor’s prior written permission (if in doubt you must ask the professor). This is a master's class and anything written should be treated as mini-research papers. There are many resources for APA on the internet or through the Writing Center at OU. Using APA correctly may mean the difference in an A or other grade. For example:

- 0 points can and more than likely will be awarded for work not cited. This is especially true of post seminar papers, which are thoroughly read for content, context, referencing and citing. Papers should be well-written and fluid to allow the Professor to appreciate the content.
- Grammar, spelling, and punctuation (proofread and spell check). Two points deducted for each. For example: 10 incorrect spelling errors, such as: double-negatives, subject-verb disagreement, etc. reduces a 100-point assignment by 20 points!
- The ability to integrate knowledge from different sources (texts, library research, class discussions, and real-life situations). Reference appropriately. 5 points deducted for incorrect citations. 0 for not referencing appropriately.
- Plagiarism will result in 0 points awarded and possible discussions with the Graduate College.
- 0 points are deducted for non-compliance with required number of references.
- Late papers or assignments: 2 points per day are deducted. No exceptions. If a student requests and is granted an “Incomplete” points are deducted as set forth in the Incomplete Contract.

Assignments, Grading and Due Dates:

Instructional Strategies/Participation:

Individual written reports, mini-lectures, power point presentations, class discussion, and role playing will be used in this course. The text is a resource of information. Be familiar with the books/texts before class. When possible, self-assessment tests will be administered in class or over the internet.

Journal:

On the first night of class, students will begin developing a handwritten or typed, bound (stapled together, wire bound notebook, or other binding) journal. The journal will consist of a **minimum of five (5)** observations of or involvement in a situation of conflict or disagreement and include:

- Who was involved;
- Where did the incident occur;
- What issues may have contributed to the situation/incident;
- If the situation/incident was resolved, how, or recommendations for how you, the student, would have resolved the issue if you were given the opportunity.

Your journal entries will continue through the end of in-session class. Students will be allowed to use the first fifteen minutes of class to complete the journal entry from an incident that was witnessed or in which he or she was involved. This will be done every day of class. The journal will be turned in the final night of class. APA style is **not** required for this assignment. This journal should be completed by the last night of class and may be emailed to the professor or uploaded to Canvas.

Journal Article:

Each student will bring a **journal article**. This is different from the journal developed above. The journal article is not a newspaper article. This article should be retrieved from a professional journal (best source is the [OU Library \(https://libraries.ou.edu/\)](https://libraries.ou.edu/)). Professional journal articles include: *Academy of Management Journal* (any volume); *Industrial Relations*; *Personnel Psychology*, *A Journal of Applied Research* or other professional journal that discusses any type of workplace conflict past or present. Students will present the information to the class and explain the article’s relevance or influence on

workplace conflict. Students should be willing to discuss how you might have handled the case or issue differently. There will be an oral presentation and critique. Both are open for class discussion. This article or issue may be a paragraph or a full journal article in length but it must contain the criteria mentioned.

Additionally, to be turned in to the Professor - using APA style writing, briefly (no more than two (2) typed-written pages, list the authors and their credentials, summarize the article (what happened, who was involved, etc.), discuss what you personally learned from the article, and how you can apply what you learned. The best place to find professional journals is the University of Oklahoma Libraries (<https://libraries.ou.edu/>). This paper and the article may be emailed to the professor or uploaded to Canvas on or before the last night of class.

Case Studies:

The case studies are in-class assignments and are provided by the professor. Case studies are always interesting to arouse discussion. Some of the case studies will have actual outcomes, while others may still be in the courts to some degree, and others are just interesting to see how you would respond. My goal is that you begin using your new-found mediation/conflict management language.

What happens in the courts is most important to almost every area of HR. For example, if it is sexual harassment, companies are given marching orders to visibly show how they have taken measures to assure this will not happen or happen again in the company. Unless specifically assigned, this is not a written assignment.

Video Discussion:

Various videos will be viewed and critiqued or discussed. The video discussions offer insight into other work lives and company origins, policies, and successes with HR processes. The videos may also be used as references when you write papers.

Additionally, students must choose at least two (2) videos used in class and write a summary that will be **turned in to the Professor - using APA style writing**. Briefly (no more than two (2) type-written pages, summarize the video (what happened, who was involved, etc.), discuss what you personally learned from the video, and how you can apply what you learned. This paper may be emailed to the professor or uploaded to Canvas on or before the last night of class.

Group Project:

This is an in-class assignment. Teams of 3 or more students (depending on number of students in class) will be randomly assigned. Each team will be provided a defined topic. This could be: resolving conflict while designing a performance evaluation instrument; performing an actual mediation; comparing job applications and applicants to decide who is the best candidate; assessing a Human Resource Information System; compensation; payroll; benefits, or other area where conflict may present itself.

A summary of the group's assignment, who is in the group, etc. will need to be turned in prior to the presentation. More than likely this will not be in APA style. However, if any references are used, they must be cited in the summary.

Grading will consist of how well the topic is examined and developed, use of techniques learned in class, contribution of each person on the team, outcome (i.e., discipline or an agreement to mediate). Other formats will be discussed in class. Be prepared to handle any of the roles assigned.

The final of this paper may be emailed to the professor or uploaded to Canvas on or before the last **day** of class. All participants in the group must approve the final paper prior to turning it in.

Post-Seminar Assignment – due November 25, 2018:

The major intellectual project of the course is that students are expected to complete is a formal research paper. The paper must be written in APA format and style. Students are expected to read, understand, and comply with the requirements of the latest Edition as cited of the *Publication Manual of the American Psychological Association* (APA) for all assignments and manuscripts. This includes the "Ethical Standards for the Reporting and Publishing of Scientific Information" included in the manual. All work submitted orally and/or in writing for this course must be the student's own and may not have been used whole and/or in part for any other purpose without the professor's prior written permission (if in doubt

you must ask the professor). There are many resources for APA on the internet or through the Writing Center at OU. Using APA correctly may mean the difference in an A or other grade. This is especially true of post seminar papers, which are thoroughly read for content, context, referencing and citing. Please refer to Academic Standards for written assignments above.

The student should select a paper topic consistent with her/his personal interests and intellectual curiosity that can be well managed within time parameters and other workloads. It is important to keep the focus of the research paper narrow by defining an “angle on” or “dimension of” human resource conflict. Other types of conflict (family, civil, interpersonal) may be discussed as a topic, with approval from the professor. Please note: the professor must approve your paper topic in advance. Normally no two students will have the same topic.

It is expected that the formal paper will be carefully researched and well-written. Toward that goal, the paper must use correct grammar, spelling, and punctuation. The completed paper shall be a minimum of 8 pages in length and not exceed 20 pages (excluding cover, endnotes, appendices, and references/bibliography). Papers must be submitted 15 days after the last day of interpersonal class. Students are encouraged to complete and submit papers earlier if practicable. Late papers can only be accepted via an “Incomplete Contract” (please see Graduate College information on Incomplete). A grade is pre-determined in this contract and can only be attained by completing the outlined expectations. Please refer to “grading” above to note how other points are awarded/deducted.

Policy on late assignments:

Late assignments will be accepted without penalty for excused absences. Other late assignments may be lowered by a letter grade as indicated on points deducted per assignment.

Course Schedule:

Patterson and Grenny’s *Crucial Conversations* will be discussed and used throughout the course.

- Day 1:
 - Ury – The Problem, Pages 1-9, then begin The Method, as time allows
 - Journal Articles
 - Self-Assessments
- Day 2:
 - Ury – The Method
 - Case Studies and Videos, as time allows
 - Journal Articles
- Day 3:
 - Ury – Yes, but...
 - Case Studies and Videos, as time allows
- Day 4:
 - Ury – In Conclusion and 10 Questions
 - Self-Assessment, Case Studies, and Videos, as time allows
- Day 5:
 - Work on Group Presentations
- Day 6:
 - Group Presentations

Grading:

This is a letter-graded course: A, B, C, D, or F. **Total Possible Points** (number of self-assessments and case studies affect overall possible points) = 745. 90% = A, 80% = B, 70% = C, 60% = D, 59% and below = F.

Assignment	Due Date	Possible Points
Instructional Strategies/Participation	Ongoing – Generally 20 points/day. Must be present in class to receive points	120
Conflict Journals	A minimum of 5 incidents: Individual, handwritten journal of any event seen as conflict. What happened, who was involved, how was the situation handles or how could it have been handles, and how does it relate to class?	100
Self-Assessments	Assigned throughout class – up to 5	125 (5 each)
Case Studies	Assigned throughout class – up to 5	125 (5 each)
Project	Group Project – presented last day of class	100
Journal Article	2 Components: Oral and Written. Students can volunteer or be called on randomly beginning the first night of class to orally present article. Find a journal article (not a newspaper clipping/article). Read, bring article to class, after presenting, APA written summary & article will be turned in.	75
Post Seminar Assignment	15 days after the last day of class November 25, 2018	100
Total	NA	745

Professor provides Case Studies, Videos, and Assessments. The Professor reserves the right to add or reduce the number of Case Studies, Videos, and Self-Assessments. Points and Percentages towards grades will be changed accordingly.

Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.

POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution's policy regarding "I" (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any "I" (Incomplete) grades by the end of the term or he/she may be placed on "financial aid probation." If the "I" grade is not resolved/completed by the end of the following term, the student's Financial Aid may be suspended making the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Adjustment for Pregnancy/Childbirth-Related Issues

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

Title IX Resources

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at smo@ou.edu or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: <http://www.goou.ou.edu/>

INSTRUCTOR VITA

Dr. Robbie L. Wahnee, Ph.D.

Education

- Ph.D.: College of Education – Education Administration, University of Oklahoma, Norman, OK
- M.A.: University of Oklahoma, Norman, OK - Secondary Education Administration
- B.A. : Cameron University, Lawton, OK - Sociology/History, 5-year standard teaching certification, Current through 2021

Current and/or Past Positions

- 1996 – Present: Human Resources Consultant: RWConsulting, Norman, OK.
- 1996 – Present: Adjunct Professor, Human Relations and Advanced Programs, OU
- 2018 – Present: Tutor, Indian Education, Norman Public Schools, Norman, OK
- 2015 – 2017: President, Comanche Nation College. Lawton, OK.
- 2012 – 2014: Director, Talent & Organizational Development, OU, Housing & Food Services.
- 2002 – 2012: Assistant Director & Interim Director of Human Resources, University of Oklahoma.
- 2010 – 2012: Member of OU’s Threat Assessment and Review Committee.
- 2000 – 2002: Project Team Member, Change Management Lead – PeopleSoft implementation, University of Oklahoma

Major Areas of Teaching and Research Interest

- Performance Management and Assessment
- Civil & Commercial Mediation
- Positive/Progressive Discipline
- Sexual Harassment
- Employment Law
- Human Resource Management: Human Relations, Michael Price College of Business, & International Relations. University of Oklahoma.

Representative Publications and Presentations

- Effective instructional leadership for diverse, high poverty populations. (2013). in Bass & Faircloth, *Building bridges from high Poverty communities, to Schools, to productive citizenship*.
- Dissertation. 2010: “The Effect of Instructional Supervision on Principal Trust”.
- Foundations in Management - 4 hours of 40-hour program designed for managers and supervisors
- Designed and presented workshop - President Boren’s Minority Business Seminar
- Staff Handbook
- University of Oklahoma, Guide to Staff Hiring
- Audit – Business Plans for the Student Affairs Division of the University of Oklahoma
- Initiated design and policy – Independent Contractors, Temporary Employees - OU

Major Present and Past Professional Affiliations

- American Indian Higher Education Consortium, through Comanche Nation College
- Higher Learning Commission, Comanche Nation College
- North Central Accreditation Committee for Student Affairs for the University of Oklahoma
- College and University Personnel Association (CUPA)
- Administrative Staff Association (OU), President, Vice President
- Past Chair, Cleveland County Employer’s Council
- Executive Board Member, American Red Cross
- Oklahoma State Certified Teacher, Secondary Education
- Civil & Commercial Mediator in the state of Oklahoma
- Society for Human Resource Management
- Threat Review and Assessment Committee (TARC), University of Oklahoma