

## Justice Institute of British Columbia COURSE OUTLINE

**Course Code:** CCR140  
**Course Title:** Theoretical and Applied Perspectives on Conflict Resolution  
**Prerequisite Courses:** Successful completion of this course is considered equivalent to CR125 plus CR110A/B. Learners who have already completed CR125 and CR110A/B may gain credit for this course by completing the integrative assignment.

**Sponsoring Division:**  
**Previous Course Code & Title:**  
**Course Effective Date:**

<b># of Credits:</b>	3
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### Course Description:

Conflict is an inescapable element of professional practice and competencies in analyzing and resolving conflict are essential for success in any job role. This 3-credit course will equip learners with the theoretical perspectives and practical skills to effectively manage conflict. The first part of the course covers the spectrum of dispute resolution, an examination of the theoretical foundations of conflict styles and a review of the cultural dimensions of conflict and conflict resolution. The face-to-face component provides a highly interactive opportunity to practice managing a conflict resolution dialogue. Learners will gain an overview of conflict dynamics as well as, strategies for resolution. Learning is reinforced through structured exercises, simulations, critical reflection, class assignments and material examinations.

### Course Goal(s):

The goal of this course is to enable the learner to:

1. Think critically and contextually about dispute resolution processes.
2. Think critically/reflectively about his/her personal dispute resolution practices.
3. Approach the resolution of workplace conflicts cooperatively and collaboratively.
4. Manage cultural differences in conflict resolution.
5. Use theoretical perspectives, skills and processes flexibly to meet specific conflict circumstances.

### **Course Learning Objectives:**

Upon successful completion of this course, the learner will be able to:

1. Describe the theoretical assumptions concerning the nature of conflict and the meaning of resolution implicit in interest-based negotiation.
2. Respond to cultural dimensions and complexities of dispute resolution.
3. Adapt dispute resolution practices and skill-sets to meet particular circumstances and contexts.
4. Analyze and identify how particular skills and processes reflect particular assumptions and beliefs.
5. Identify factors – personal, cultural, societal - that shape own beliefs about and attitudes towards conflict and analyze impact on own conflict behaviour.
6. Analyze benefits and disadvantages of different conflict styles and describe appropriate uses of each style.
7. Describe the underlying beliefs, goals and conditions that support collaborative conflict resolution
8. Use the steps of opening, identifying, exploring and closing to hold a conflict resolution dialogue.
9. Manage the aspects of content, process, relationship and balancing perspective in a conflict resolution dialogue.
10. Demonstrate collaborative attitudes and communication in a conflict resolution dialogue.
11. Display an increasing level of self-awareness regarding own effectiveness in conflict and impact on others.

### **Course Topics/Content:**

#### **Part One: Theoretical Foundations of Dispute Resolution**

- Understanding our skill-sets and practices: Assumptions underlying interest-based negotiation
- Expanding horizons
  - Quantitative and qualitative dispute resolution
  - Individual-oriented and community-oriented dispute resolution
  - Efficiency-based and relationship-based dispute resolution
  - Adversarialism and non-adversarialism
- Culture, conflict and dispute resolution
  - Understandings and definitions of conflict
  - Cultural dimensions of conflict
  - Cultural dimensions of dispute resolution

- How do I use theory in my practice?
- The multi-dimensional skill-set: communication skills, analytical skills, and environmental skills

### **Part Two: The Practical Application**

- Personal, cultural and societal beliefs about conflict
- Conflict metaphors
- Conflict styles
- Collaborative and adversarial approaches to conflict
- Principles of collaboration
- Overview of collaborative process for resolving interpersonal conflict
- Managing the conflict
- Opening the conflict resolution conversation
- Identifying the issues to be discussed
- Exploring each person's point of view
- Clarifying assumptions
- Closing the conversation
- Preparation for role-play day
- Coached role-play

### **Part Three: Class Assignments and Exams**

- Reflection journal
- Case Study analysis
- Written exercises
- Final exam

### **Text and Resource Materials:**

#### ***Required:***

Axelrod, Larry; Johnson, Roland (Roy) (2005). *Turning Conflict Into Profit*. Edmonton, AB.: The University of Alberta Press.

#### ***Recommended:***

Cloke, K. and Goldsmith, J. (2000). *Resolving Conflict at Work: A Complete Guide for Everyone on the Job*. San Francisco, Calif.: Jossey-Bass.

Isaacs, W. (1999). *Dialogue and the Art of Thinking Together: A Pioneering Approach to Communicating in Business and Life*. New York: Currency.

Landau, S., Landau, B. and Landau, D. (2001). *From Conflict to Creativity: How Resolving Workplace Disagreements Can Inspire Innovation and Productivity*. San Francisco, Calif.: Jossey-Bass.

Ury, W. (2000). *The Third Side: Why We Fight and How We Can Stop*. New York: Penguin Books.

**Course Level:**

<b>x</b>	First Year		Second Year		Third Year		Fourth Year
	Other (describe):						

**Equivalent Course(s) within the JIBC: None**

**Class Delivery Methods:**

Some courses are delivered using a range of methods within one class (course section) or alternative methods in different classes. Please outline the most common delivery options used for this course. The total class hours should be the same for each option.

<b>Delivery Methods</b>	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
<b>Classroom/Lecture/Discussion</b>	<b>42</b>			
Simulation/Lab				
Practicum/Fieldwork				
<b>Online</b>				
Correspondence				
<b>Total Class Hours</b>	<b>42</b>			

**Comments on Delivery Methods:**

This course is delivered as a blended model.

**Course Grading System:**

Check the system that applies to this course:

Letter Grades	x	Percentage	Pass/Fail	Credit/No Credit
Complete/Incomplete		Attendance Only	Not Applicable	

<b>Passing Grade:</b>	<b>50%</b>
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JIBC Standard Grading Scale for Letter, Grade Point and % Grades:

Letter Grade	Grade Points	% Range
A+	4.33	90-100
A	4.00	85-89
A-	3.67	80-84
B+	3.33	76-79
B	3.00	72-75
B-	2.67	68-71

Letter Grade	Grade Points	% Range
C+	2.33	64-67
C	2.00	60-63
C-	1.67	56-59
D	1.00	50-55
F	0.00	0-49

**Evaluation Activities and Weighing:** (complete the %'s which apply – total must equal 100%)

Final Exam	<b>25%</b>	Assignments	<b>20%</b>	Project	<b>%</b>	Capstone Project	<b>%</b>
Midterm Exam	<b>%</b>	Portfolio	<b>%</b>	Participation	<b>40%</b>	Other In-Class Role Play	<b>15%</b>
Quizzes/Test	<b>%</b>	Simulations	<b>%</b>	Practicum	<b>%</b>	<b>TOTAL</b>	<b>100%</b>

**Comments on Evaluation:**

**Final Exam: 25%**

**Assignments: 20%**

- written exercises
- reflection journal
- critical analysis of a case study
- instructor/coach verbal and written evaluation of role-play

**Participation: 40%**

- class participation

**In-Class Roleplay: 15%**

**Other Course Guidelines, Procedures and Comments:**

**View the Justice Institute of BC Policies listed below at:**

<http://www.jibc.ca/aboutJIBC/policies.htm>

Access Policy  
Harassment Policy  
Prior Learning Assessment Policy  
Student Code of Conduct

Academic Appeals Policy  
Intellectual Property Rights Policy  
Research on Human Subjects: Ethics  
Student Records