

# Communication and Conflict Management 3330

Tuesday, Thursday 11:10am -12:30pm, Denney Hall 253

Instructor: Dr. Olga Kamenchuk  
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Office Hours: Tuesday/Thursdays 2:30-3:30pm

## Course Description

This course introduces students to the field of conflict analysis and management. It teaches how to describe conflict accurately, how to assist parties in resolving it, how to negotiate and to conduct mediation, and how to manage anger, aggression and bullying that lead to destructive conflict developments. The class materials also cover important topics for successful conflict analysis and management: effects of culture and subculture, as well as application of diverse reconciliation methods to conflict resolution. The students will learn skills that will be useful for application in a variety of settings: workplace, family, media, elections, business, etc...

By the end of the course students will have:

- Familiarity with the role conflicts play in communication
- Basic understanding in conflict management
- General knowledge of power styles and conflict analysis
- Understanding of negotiation and mediation styles and processes
- Knowledge of dealing with emotions in the course of the conflict
- Familiarity of how to apply conflict management skills in workplace, family, international and business settings

## Required Textbook & Readings

There is one required textbook for this course that should be available from the book store:

Jandt, F.E. (2017). *Conflict and Communication*. SAGE.

In addition, readings will posted on Carmen as noted in the syllabus.

## Grading Policies

You need to 1) read the assigned materials in the textbook and on Carmen and 2) attend class regularly as exams will focus on the assigned readings and lecture equally. Attendance will be taken regularly and will contribute to 10% of your final grade.

The breakdown of assignments and portion of your overall grade is as follows:

Exams (4) - 45% (15% each – I drop your lowest exam grade, see below)

Attendance – 10%

Documentary Quizzes/ Activities – 15% (5% - each)

Short Writing Assignments (2) – 15% (7.5% each)

Practice in-class activities – 15% (2.5% each)

### **Exams (45%)**

There will be 3 in-class exams and one exam during finals week. Cumulatively, the exams will account for 45% of your overall grade. Each exam will consist of 30 multiple choice questions using scantron sheets. Each in-class exam will cover the material in the preceding weeks as noted in the syllabus. The fourth exam during finals week will be a cumulative exam that covers all the course material since the beginning of the class. A study guide for each exam will be made available at least 4-5 days before the exam.

**I WILL DROP YOUR LOWEST EXAM GRADE OUT OF THE FOUR.** This means I will take your 3 best scores out of the four exams to calculate your exam portion of your course grade. In addition, if you have taken the 3 in-class exams and are satisfied with your final grade based on those three exams, you are not required to take the fourth cumulative exam during finals week if you do not wish to do so.

### **VERY IMPORTANT:**

- **BRING AT LEAST ONE #2 PENCIL TO EACH EXAM; NO PENCILS WILL BE PROVIDED BY THE PROFESSOR OR TA.**
- **BRING A VALID OSU ID (I.E., YOUR “BUCK•I•D” CARD) OR A VALID DRIVERS LICENSE ON EXAM DATES AS YOU WILL NEED TO SHOW PROOF OF IDENTITY TO TURN IN YOUR EXAM.**
- **I RESERVE THE RIGHT TO WITHHOLD THE EXAM IF YOU ARRIVE MORE THAN 10 MINUTES LATE ON EXAM DAYS (I.E., YOU WILL RECEIVE A ZERO ON THE EXAM). AND, IF YOU ARRIVE AFTER THE FIRST PERSON HAS COMPLETED/LEFT THE EXAM, YOU WILL ABSOLUTELY NOT BE ALLOWED TO TAKE THAT EXAM (I.E., YOU WILL RECEIVE A ZERO ON THE EXAM). PLEASE USE THE REST ROOM BEFORE THE EXAM; STUDENTS WILL NOT BE PERMITTED TO LEAVE THE CLASSROOM ONCE THE EXAM HAS BEGUN UNTIL THEY TURN IN THEIR EXAM.**

### **EXAM MAKE-UP POLICY**

Exams are given only once at the time scheduled in the syllabus. No make-up exams are given for any reason. Exams will not be given early or late. If you miss an exam, you receive a zero, no exceptions. If you talk during the exam with another student, I will assume that your discussion is about the exam itself, and this will be treated as a violation of the Code of Student Conduct. Other forms of academic misconduct will be prosecuted according to accepted University procedures (see below).

The only exceptions to these rules are tragic, extraordinary, and totally unforeseen personal circumstances that are convincingly documented to the Professor no later than 24 hours after the date the exam is scheduled. Buses not running on time, car problems, misbehaved pets, missed or cancelled airline flights, job interviews, attendance at family social functions, sporting

events, and previously scheduled vacations are not valid excuses for missing an exam. Do not approach me at the end of the quarter with a medical excuse for poor performance or missing exams or assignments earlier in the quarter. The time to talk to us is when the problem first arises. We follow this policy strictly, and documentation produced more than 48 hours after the exam simply will not be accepted, regardless of how valid or compelling it seems to you.

**Documentary quizzes/Online activities (15%)**

Online activities will take the form of taking online quizzes on Canvas, viewing movies, participating in online chats/lectures with your class peers.

Online Canvas quizzes may be taken on your home computer or in an OSU computer lab, they are not designed to be taken collectively, as a group, or to share quiz answers with other classmates. Sharing or distributing quiz answers to other classmates or providing other assistance is punishable under the Ohio State University's Code of Student Conduct up to and including failure in the class and/or suspension from OSU. The purpose of the quizzes is to (a) encourage you to keep up to date on readings and class lectures; (b) give you a low-risk way of experiencing the nature of questions that will appear on exams; and (c) help you realize prior to the exams if you will need to modify the amount of effort or strategies you use in preparing for testing in this course

Documentary Tuesdays/Thursdays: In addition to online quizzes, you will be responsible for viewing several documentaries online during the course of the semester, answering a brief quiz about the movie, and engaging in online discussion about the film contents, which will be followed up with a class discussion. To compensate for this additional time outside of class viewing films (each around 60-90 minutes), you will be released from class some Tuesdays/Thursdays, with class discussion about the movie at the beginning of class the following Thursday/Tuesday. The Tuesdays/Thursdays in question and the respective films are listed in the syllabus.

**Writing assignments (15%)**

Essay writing assignments applying knowledge from the class will be provided. Each will be worth 7.5% of your final grade (together – 15%). The tentative dates of the papers to be due are listed in the course schedule. It will consist of the production of 3 page double-spaced paper. The topics for the short essays will be provided a week before the due date.

**Practice activities (15%)**

The class is aimed not only to teach theories important for understanding of communication and conflict management, but also to try application of the knowledge provided by the course. For this reason we will be conducting a number of practice activities (in groups, in class) to get training in the ways the course knowledge can be applied in the future work/life of students: in journalism, PR, business, international relations, academia, etc... Each practice activity will bring the participant 2.5% towards the final grade. Failure to participate will mean the loss of 2.5% towards the final grade (per activity). The tentative dates of practices are listed in the course schedule.

**Class Attendance (10%)**

You are expected to attend lectures regularly as more than decent percentage of the material on the exams is presented only during the lecture period of the class. **If you don't attend the lectures consistently, you will not do well in this course.** Material from the films shown in class will be included on the exams and quizzes. **Attendance will be taken at each class**, only extraordinary medical reasons (with appropriate documentation from the doctor/hospital) or university excuses can be accepted. The time to inform me or TA about this is when the problem/necessity arises. Documentation provided more than 48 hour after the missed class will not be accepted.

### Extra Credit/CREP

During the course of the semester, through the Communication Research Experience (C-REP) you have the opportunity to participate in experiments or surveys conducted by School of Communication faculty or graduate students for extra credit toward your final grade. CREP is designed to give students direct exposure to the topics, goals, methods, and ethical issues of communication research. You may earn a MAXIMUM of 3% credit toward your final grade through participation in CREP.

Participation can take the form of:

- Completing up to THREE hours (1 hour = 1% extra credit) of C-REP research studies, OR
- Completing up to THREE C-REP alternative written assignments (1 assignment = 1% extra credit), OR
- Completing a combined total of THREE hours of research studies and alternative writing assignments.

You must complete at least 1 hour/credit of CREP in order to receive extra credit. Completing your C-REP requirement must take place during the semester. You should definitely NOT wait until the last minute to sign up for participation for extra credit because people tend to procrastinate and research opportunities will be limited. In fact, it is probably wise to complete your C-REP requirement as early as possible in the semester when demands on your time are the lightest. The C-REP Student Guide on the School of Communication website tells you everything you need to know about this requirement:

<http://www.comm.ohio-state.edu/images/stories/PDFs/crepstudentguideupdate.pdf>

Both COMM 1100 and COMM 1101 require C-REP participation, and thus you may be enrolled in CREP for those courses simultaneously or another communication class for extra credit. The same C-REP participation CANNOT be counted for more than one course. Please direct any questions regarding C-REP to **Shannon Poulsen** ([poulsen.6@buckeyemail.osu.edu](mailto:poulsen.6@buckeyemail.osu.edu))

### Cell Phones and General Politeness

A ringing cell phone during a lecture or discussion is annoying to the instructor (i.e., me) and others in the room. Please be respectful of those around you by turning off your cell phone prior to the start of lecture. If you anticipate that you will need to leave the lecture hall before the end of a lecture, please select a seat near the edge of a row or in the back of the room to avoid disrupting others when you leave. To maintain an atmosphere conducive to learning, please be courteous to other members of the class and treat them with the dignity and respect that you expect from others.

**Professor's Use of Electronic Mail and Messaging**

There may be occasions where I will need to get in touch with you outside of regular class hours. Email will usually be the first means by which contact will be initiated. It is important that you check your OSU email account regularly, and make sure you purge your account of unneeded email so that new email can get through. If you do not use your OSU email address as your primary email account, please arrange through OIT to have your OSU email forwarded to your preferred account. For instructions on how to have your email forwarded, see [http://8help.osu.edu/forms/mail\\_forwarding.html](http://8help.osu.edu/forms/mail_forwarding.html).

**Some Words About Academic Honesty**

It is your responsibility to complete your own work as best you can in the time provided. The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, possession of unauthorized materials during an examination, and falsification of laboratory or other data. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct at [http://studentaffairs.osu.edu/resource\\_csc.asp](http://studentaffairs.osu.edu/resource_csc.asp)

Academic misconduct is a serious offense, and it is my responsibility to make sure it does not occur. If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct (COAM). If COAM determines that you have violated the University's Code of Student Conduct, the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. If you have any questions about this policy or what constitutes academic misconduct, please contact your TA or visit the COAM web page at <http://oaa.osu.edu/coam/home.html>.

**Special Accommodations**

If you need an accommodation based on the impact of a disability, you should contact the professor to arrange an appointment by the end of the second week of classes. At the appointment we can discuss the course format, anticipate your needs and explore potential accommodations. I rely on the Office for Disability Services for assistance in verifying the need for accommodations and developing accommodation strategies. If you have not previously contacted the Office for Disability Services, I encourage you to do so.

The Office for Disability Services is located in: 098 Baker Hall 113  
W. 12th Ave Phone 614-292-3307 <http://www.ods.ohio-state.edu/>

### **Copyright Disclaimer**

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

### **Diversity**

The School of Communication at The Ohio State University embraces and maintains an environment that respects diverse traditions, heritages, experiences, and people. Our commitment to diversity moves beyond mere tolerance to recognizing, understanding, and welcoming the contributions of diverse groups and the value group members possess as individuals. In our School, the faculty, students, and staff are dedicated to building a tradition of diversity with principles of equal opportunity, personal respect, and the intellectual interests of those who comprise diverse cultures.

### **Title IX**

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories (e.g., race). If you or someone you know has been sexually harassed or assaulted, you may find the appropriate resources at <http://titleix.osu.edu> or by contacting the Ohio State Title IX Coordinator, Kellie Brennan, at [titleix@osu.edu](mailto:titleix@osu.edu)

### **School of Communication & Diversity**

The School of Communication at The Ohio State University embraces and maintains an environment that respects diverse traditions, heritages, experiences, and people. Our commitment to diversity moves beyond mere tolerance to recognizing, understanding, and welcoming the contributions of diverse groups and the value group members possess as individuals. In our School, the faculty, students, and staff are dedicated to building a tradition of diversity with principles of equal opportunity, personal respect, and the intellectual interests of those who comprise diverse cultures

### **List of Supplemental Readings Posted on Carmen (see schedule below)**

1. *Managing violent tendencies; Managing conflict climate* in *Managing conflict through communication* by Cahn, D.D. and Abigail, R.A. Pearson, 2014.
2. *Conflict resolution, the media and the communications revolution*. In *Contemporary conflict resolution* by A. Ramsbotham, T. Woodhouse, H. Miall. Polity, 2016.
3. *How to break free and How to reconcile relations* in *Negotiating the Nonnegotiable* by D. Shapiro.
4. *Managing Social Conflict*. in *Managing conflict through communication* by Cahn, D.D. and Abigail, R.A. Pearson, 2014.

5. *International Advertising and Promotion in Advertising and Promotion. An Integrated Marketing Communication Perspectives* by Belch&Belch. McGraw Hill, 2018

**About your Professor**

Dr Olga Kamenchuk is an Associate Professor (Clinical) at School of Communication and a Research Associate at Mershon Center for International Security Studies. Her PhD is in Psychology, she teaches courses in strategic and political communication at OSU (*Strategic Communication; Communication and Conflict Management; Intercultural Communication; Industry Research Methods*) and conducts research in the areas of political psychology, international communication, public opinion and post-communist countries. She has taught graduate and undergraduate level courses in the leading universities of Austria, Germany, Italy, Russia and US. She has also well has conducted over 100 opinion research projects for organizations such as the World Bank, the European Commission, the United Nations, Cambridge University, University of Pennsylvania, BBG, Bloomberg, Thomson Reuters, and Asahi Shimbun.

Besides her research and teaching background, Dr Kamenchuk has over 15 years of her career to work as a director of communication and marketing, press officer, journalist, media editor and consultant, as well as often provided interviews and commentaries to international media (e.g. CNN, Financial Times, The Wall Street Journal, Bloomberg, Reuters, ZDF, BBC, etc...)

**LECTURE/READING/EXAM SCHEDULE**

DATE	TOPIC	READINGS	Knowledge and skills.
21-Aug	Conflict in our Lives. Theories of conflict.	Jandt, Chapter 1	<b>What is right and wrong about conflicts?</b> <i>Conflict: definition and popular myths. Intro to conflict management skills. Intrapersonal and relationship theories of conflict.</i>
23-Aug	Power and Conflict Styles – I. Theory of power and power imbalances.	Jandt, Chapter 2	<b>In what conflict circumstances do we use particular conflict styles?</b> • <i>Theory of power.</i> • <i>Power imbalances.</i> •
28-Aug	<b>PRACTICE: Power and Decision making: Tools to Avoid Groupthink.</b>		
30-Aug	Power and conflict styles – II. Functional and dysfunctional conflict.		<i>Functional and Dysfunctional Conflict styles: avoiding, accommodating, competing, compromising, collaborating, etc...</i> • <i>Passive-Aggressive communication.</i> • <i>Choosing an appropriate communication option.</i>
4-Sep	<b>PRACTICE: Conflict Analysis and Prevention.</b>		<b>How to analyze conflicts styles? How to use icebreakers to prevent conflict and build trust in communication?</b>

6-Sep	Deconstructing Conflict	Jandt, Chapter 3	<b>Based on what information and how we analyze conflicts?</b> • <i>Data sources for systematic conflict analysis.</i> • <i>Major methods of conflict analysis</i> • <i>Change-oriented conflict analysis</i>
11-Sep	<b>Exam PREP</b>		
13-Sep	<b>EXAM #1</b>		
18-Sep	<b>Documentary #1</b>		
20-Sep	Culture and Conflict	Jandt, Chapter 4	<b>How conflicts and communication patterns differ in various cultures? What should we know about feeling different?</b> • <i>Individualism vs collectivism.</i> • <i>High- and low- context cultures.</i> • <i>Face saving. Conflict between cultures.</i>
25-Sep	Negotiation strategies. Game Theory.	Jandt, Chapter 5	<b>What are major Negotiation Strategies?</b> <i>Game Theory.</i>
27-Sep	<b>PRACTICE: Negotiation</b>		<b>How to apply negotiation strategies?</b>
2-Oct	Negotiation tactics and skills	Jandt, Chapter 5	<b>How to be an effective negotiator?</b> • <i>Introduction into Negotiation Tactics, Skills and Ethics</i>
4-Oct	Conflicts and emotions. Managing the violent tendencies and conflict climate. Managing face, stress and anger. Dealing with bullying and cyber-bullying.	Carmen reading #1. Jandt, Chapter 6	<b>Why are people violent? How to deal with violent tendencies? * How to manage conflict climate? How to manage face, stress and anger?</b> Types of face management. • Types of stress. Expression of anger and anger management. • Traits of aggression. <b>Responsible communication in conflict situations: How to recognize and prevent bullying?</b> • Bullying: school bullying, workplace bullying, cyber-bullying.
9-Oct	<b>Documentary #2</b>	<b>Essay paper #1 DUE</b>	<b>"The Challenger"</b>
11-Oct	<b>FALL BREAK</b>		
16-Oct	<b>PRACTICE: Managing face, stress and anger.</b>		
18-Oct	<b>Exam PREP</b>		
23-Oct	<b>EXAM #2</b>		
25-Oct	Mediation: Styles and Skills. Stages and ethics. International mediation	Jandt, Chapter 7	<b>The mediation dilemma: fairness or neutrality?</b> • <i>Styles of mediation: evaluative, facilitative, transformative.</i> <b>How to conduct mediation? What is ethical? What is required for success of international mediation?</b> 2 cases of Camp David: success and failure

30-Oct	Online Dispute Resolution	Jandt, Chapter 8	<b>How to use information and communication technologies in dispute resolution?</b> • <i>Limitations and advantages of online dispute resolution: nonverbal cues, truthfulness, technology and online security.</i> • <i>The process of online dispute resolution. Telephone. Social media. * Contact theory. Media richness. Interpersonal deception theory. Non-verbal communication.</i>
1-Nov	International Conflicts and Media Coverage	Carmen Reading #2.	<b>Mass media and international conflicts.</b> Responsible journalism in conflicts. Framing in media coverage of international conflicts. Cybersecurity, “Cyber-jihad” and countering violent extremism – from Cyberwar to Cyberpeace.
6-Nov	Ending the conflicts. Apologies, Forgiveness, and Reconciliation	Jandt, Chapter 9; Canvas Reading #3.	<b>What is the quickest way to end the conflict?</b> • <i>Apologies and forgiveness.</i> <b>How to live and communicate after the conflict?</b> • <i>Reconciliation and justice.</i> <b>How to break the spiral of personal, organizational or political conflict?</b> <i>Stopping vertigo. Resisting repetition compulsion. Acknowledging taboos. Respecting the sacred. Using identity to unify.</i>
8-Nov	<b>Documentary #3</b>		<b>"Control Room"</b>
13-Nov	Workplace and family conflicts and communication.	Jandt, Chapter 10	<b>How to find solutions to workplace conflicts?</b> • <i>Sources, outcomes and management of workplace conflict.</i> <b>How to find the ways to resolve family conflicts?</b> • <i>Family communication and conflict patterns. Third party intervention in family conflict. Generational issues.</i>
15-Nov	<b>PRACTICE: Resolving interpersonal conflicts</b>		
20-Nov	Ethical conflicts and marketing communication.	Carmen Reading #5. <b>Essay paper #2 DUE</b>	<b>What are ethical conflicts in marketing communication?</b> <i>Deception. Prejudice and discrimination in promotion industry and advertising. Racism. Sexism. Offense and bad taste. Children and advertisement.</i>
22-Nov	<b>THANKSGIVING</b>		
27-Nov	<b>PRACTICE: managing business conflicts.</b>		<b>Managing business conflicts.</b>
29-Nov	<b>Exam PREP</b>		
<b>4-Dec</b>	<b>EXAM #3</b>		
10-Dec	<b>FINAL EXAM 12:00pm-1:45 pm</b>		