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Communication and Conflict Management

Communication 3330

School of Communication

Autumn 2022

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Office Hours: Thurs. in office and by Zoom; 12:45-1:45 or by appt.
     link provided on Carmen/email
Office: 3106 Derby Hall
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Class sessions: T Th 11:10-12:30 pm 080 Derby Hall, unless noted on the schedule

Welcome!

This course introduces students to the role of communication in conflict analysis and conflict management. Students learn how to describe conflict, how to assist parties in resolving conflict, and how to negotiate and manage high conflict situations. Students learn how to analyze and engage in productive argument to manage disagreement.

By the end of the course students should

- Be familiar with the principles of conflict analysis and management.
- Demonstrate knowledge in analyzing conflict situations.
- Demonstrate knowledge in constructing productive arguments.
- Demonstrate knowledge in managing conflict effectively.
- Demonstrate knowledge of mediation skill.

The course is designed to provide repeated opportunities for you to develop your conflict analysis and management skills. Case studies will be a major source for our work; in groups and individually we will scrutinize best practices for managing our own and others' disagreements. By the end of the course you will also have two portfolio projects that display your knowledge and skill in conflict management. One will be a case analysis of a specific conflict you have experienced or witnessed; the other project will be a group effort to develop a short policy brief on a significant community issue that discusses how disagreement can be managed and resolved.

Modes and organization of delivery

This course will be delivered in person. Some sessions will be asynchronous, with those sessions indicated on Carmen or on the course schedule. The course is organized into weekly Modules on Carmen.

Course materials

Required Textbook: Hocker, J.L. & Wilmot, W.W. (2018). *Interpersonal Conflict, 10th Edition,* Dubuque, IA: McGraw-Hill Publishers.

The textbook and additional required readings are available on Carmen and listed at the end of the syllabus. These readings elaborate upon theories and concepts discussed in class and provide additional bases for skill development.

Assignments

Examinations (2 at 100 points each = 200)

There will be two examinations in this course that will cover concepts, findings and strategies from the course readings, materials and lectures. The examinations will consist of multiple choice and short answer-essay questions. Each examination will be administered in-person. Please bring a #2 pencil on the day of each examination.

To help you prepare for these exams, I will provide study guide questions ahead of each exam and also provide a review session and powerpoint prior to each exam.

Group Practice Activities   100 points

We will have several opportunities in class or on discussion posts to obtain expertise in various conflict management skills and strategies, such as learning the role of politeness strategies. The lowest two grades for group activities will be dropped and not count toward the final grade. Certain sessions are designed for group work; sessions marked on the schedule with "skill" or "practice" may or may not have a group activity.

Individual Expertise Activities   125 points

We will also have opportunities in class or on discussion posts to develop individual skills and expertise in conflict management skills and strategies, such as learning how to avoid groupthink. Certain activities are designed for individual and not group work.

Portfolio Individual Project: A Case Analysis in Managing Conflict   150 points

This is your opportunity to apply what you are learning in this course by preparing a conflict management case study of a particular real-life conflict that either you have had or continue to have with another person, or a conflict you have witnessed or are witnessing. You must incorporate course concepts and theories in your analysis, self-reflection and action plan. In the paper you will be asked to describe the conflict and its interaction patterns, as well as provide a conflict assessment, and message strategies for managing the conflict. The paper should be a well-organized case study that analyzes key issues, incorporates course concepts, and identifies appropriate communication message strategies to resolve the conflict. The paper format should

be at least 6 pages double spaced, with one-inch margins, APA format, plus a title and reference page. Aspects of the conflict can be provided in Tables. The assignment will be distributed the first/second week of the course.

Portfolio Group Project: Policy Brief for Managing Conflict on a Significant Community Issue   150 points

One aspect of conflict management expertise is the ability to help understand all sorts of conflict situations, including how we resolve conflicts involving issue controversies. Productive argument and conflict management expertise will be applied to develop a group policy brief about resolving a conflict on a significant community, family, or workplace issue. Policy briefs are a distinct type of document used in corporate, community, non-profit and government organizations for a variety of purposes. Policy briefs can help resolve conflict by having communication experts integrate data to learn various sides of an issue, run meetings and formulate recommendations for discussing the best arguments that may resolve differences between groups and/or how to develop greater understanding of each other's views on the issue. Students will learn how to analyze evidence and form a policy brief and convene a meeting. The paper format should be no more than 4-5 pages, single spaced with one-inch margins, APA format, plus a title and references. Each group will present a draft of their report orally to the class.

We will devote time in class to form groups and work on these projects, and I will set aside time for office hours for each group. The complete assignment and topic possibilities will be available on Carmen. The topics list will enable us to select a topic we would like to work on; groups will be formed around the topics students choose.

Participation   100 points

You are expected to participate in the lecture discussions, as practicing conflict management involves interacting with others. Besides the lecture-discussions, our sessions will involve class discussions of case studies, and applying course concepts in group activities and tasks that are due at the end of the same day class session, or by the end of the next day.

For our sessions, please let me know if you need to miss class for university-excused reasons, for personal/family illnesses, or for emergencies (with proper documentation).

Late assignments
Late assignments will not be accepted.

Grading scale
93–100: A
90–92.9: A-
87–89.9: B+
83–86.9: B
80–82.9: B-

77–79.9: C+
73–76.9: C
70 –72.9: C-
67 –69.9: D+
60 –66.9: D
Below 60: E

Please note**:** Carmen Canvas, OSU's grading and class management software, does not round fractions up.

C-REP (Communication Research Experience Program) Research Credits: Students enrolled in COMM 3330 may participate in the Communication Research Experience Program ("C-REP"). C-REP is designed to give students direct exposure to the topics, goals, methods, and ethical issues of communication research. Students can earn a maximum of 2% credit toward your participation final grade through participation in C-REP.

Participation can take the form of:

• Completing two hours (1 hour = 1% of extra credit) of C-REP research studies, OR

• Completing two C-REP alternative written assignments (1 assignment = 1% extra credit), OR

• Completing a combined total of two hours of research studies and alternative writing assignments. You should NOT wait until the last minute to sign up for participation. It is wise to complete this as early as possible, when demands on your time are the lightest. Please take the time to read the detailed C-REP Student Guide posted on the course website listed under Important Documents/Links. Please direct any questions regarding C-REP to Shannon Poulsen at poulsen.6 @osu.edu.

Attendance, participation, and discussion

Credit hour and work expectation

This is a 3-credit-hour course. According to Ohio State policy, students should expect around 3 hours per week of time spent on direct instruction (e.g., instructor content and Carmen activities) in addition to 6 hours of homework (e.g., reading and assignment preparation) to receive a grade of (C) average.

Internal communication practices

Grading and response time: For large weekly assignments, you can generally expect a response from me within 7 school days.

E-mail: I will reply to e-mails within **24 hours on school days**.

Discussion and communication guidelines

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Attendance:** Unexcused absences should not exceed four absences without affecting participation points.
- **Tone and civility**: Let us maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm does not always come across online.
- **Citing your sources**: When we have academic discussions, please cite your sources to back up what you say. (For the textbook or other course materials, please use APA style. For online sources, be sure to include a link.)

Course technology

For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at https://ocio.osu.edu/help/hours, and support for urgent issues is available 24x7.

- **Carmen:**
  - Carmen, Ohio State's Learning Management System, will be used to host materials and activities throughout this course. To access Carmen, visit Carmen.osu.edu. Log in to Carmen using your name.# and password. If you have not setup a name.# and password, visit my.osu.edu.
  - Help guides on the use of Carmen can be found at https://resourcecenter.odee.osu.edu/carmen
  - **This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.**
    Carmen accessibility
- **Secured Media Library**
  - Some of the videos for this course may be posted in the University's Secured Media Library. The link will be posted on the class Carmen page and you will be automatically directed to the correct video.
  - Secured Media Library help guide
- **Carmen Zoom:**
  - Office hours will be held through Ohio State's conferencing platform, Carmen Zoom. A separate guide to accessing Carmen Zoom and our office hours is posted on the course Carmen page under Files.

- o Students may use the audio and video functions if a webcam and microphone are available. If not, there is still a chat function within Carmen Zoom for the student to live chat with the professor or TA in the virtual office hours room.
    - o [Carmen Zoom](#) help guide
- **Turnitin:**
    - o Students at The Ohio State University are accountable for the integrity of the work they submit. Therefore, you should be familiar with the guidelines provided by the [Committee on Academic Misconduct (COAM)](#) and [Section A of OSU's Code of Student Conduct](#) in order to meet the academic expectations concerning appropriate documentation of sources.
- **Self-Service and Chat support:** http://ocio.osu.edu/selfservice
- **Phone:** 614-688-HELP (4357)
- **Email:** 8help@osu.edu
- **TDD:** 614-688-8743

Baseline technical skills necessary for online courses

- Basic computer and web-browsing skills
- Navigating Carmen

Necessary equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Web cam and microphone

Necessary software

- Word processor with the ability to save files under .doc, .docx, .rtf, or .pdf. Most popular word processing software programs including Microsoft Word and Mac Pages have these abilities.
- OSU students have access to Microsoft Office products <u>free of charge</u>. To install, please visit https://osuitsm.service-now.com/selfservice/kb_view.do?sysparm_article=kb04733

Course policies

COVID-specific policies-- Please monitor OSU's website for the latest information:
https://safeandhealthy.osu.edu

Masks and social distancing
The university requires that everyone on campus wears masks indoors.

Attendance
Given the continued high prevalence of COVID, including breakthrough cases among vaccinated individuals, students should not attend class if they are feeling sick. It is very important that individuals avoid spreading the virus to others. Most students should be able

to complete a successful semester despite illness-induced absence. If you are absent due to illness, including but not limited to COVID, I will give you a reasonable opportunity to make up missed work. You do not need to provide a physician's document of illness, but you should advise me via email as soon as you are safely able to do so.

Recordings of class sessions
I intend to post recordings of our class sessions on Carmen but I can't promise that the quality will be the best. These recordings are not a substitute for the in-person learning experience. Instead, they are a tool to help those who are forced to miss class on account of illness to catch up. As such, recordings may fail to capture in-class activities, they may be incomplete in other ways, or they be entirely missing (e.g., in the event of a problem with the recording technology).

COVID-19 Accommodations. The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's request process, managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Student Academic Services

Arts and Sciences Advising and Academic Services' website provides support for student academic success. Information on advising issues such as tutoring, transfer credits, academic standing, and contact information for Arts and Sciences advisors can be obtained through this website. The site is: http://advising.osu.edu/welcome.shtml

Student Services

The Student Service Center assists with financial aid matters, tuition and fee payments. Please see their site at: http://ssc.osu.edu

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 Interim Ohio State Title IX Coordinator, Molly Peirano, at titleix@osu.edu

Mental Health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing.

If you are or someone you know is suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting ccs.osu.edu or calling 614--292--5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614-292-5766.

If you are thinking of harming yourself or need a safe, non-judgmental place to talk, or if you are worried about someone else and need advice about what to do, 24-hour emergency help is also available through the Suicide Prevention Hotline (Columbus: 614-221-5445)

Academic integrity policies

- **Written assignments**: Your written assignments, including discussion posts, should be your own original work. In formal assignments, you should follow **APA** style to cite the ideas and words of your research sources. You are encouraged to ask a trusted person to proofread your assignments before you turn them in--but no one else should revise or rewrite your work.
- **Reusing past work**: In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you've explored in previous courses, please discuss the situation with me.
- **Falsifying research or results**: All research you will conduct in this course is intended to be a learning experience; you should never feel tempted to make your results or your library research look more successful than it was.

Academic Misconduct

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term "academic misconduct" includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct http://studentlife.osu.edu/csc/

Accessibility accommodations for students with disabilities

Requesting accommodations

Students with disabilities (including mental health, chronic or temporary medical conditions) that have been certified by the Office of Student Life Disability Services will be appropriately accommodated and should inform the instructor as soon as possible of their needs. The Office of Student Life Disability Services is located in 098 Baker Hall, 113 W. 12th Avenue; telephone 614- 292-3307, slds@osu.edu; slds.osu.edu.

List of additional readings:

Conflict interaction

Folger, J.P., Poole, M.S., & Stutman, R.K., (2016). *Working through conflict*, 7th ed. Routledge. Selected excerpts.

Guerrero, L.K., Andersen, P.A., & Afifi, W.A. (2014). *Close encounters: Communication in relationship, 4th ed*. SAGE Publications. Selected excerpts.

Jandt. F.E. (2017). *Conflict & communication*. Sage Publications. Selected excerpts.

Ripley, A. (2021). *High conflict: Why we get trapped and how we get out*. Simon & Schuster. Selected excerpts.

Leslie, I. (2021). *Conflicted: How productive disagreements lead to better outcomes*. HarperCollins Publishers.

Issacson, K., Racci, H., Littlejohn, S.W. (2020). *Mediation: Empowerment in conflict management, 3rd edition.* Waveland Press.

Kraybill, R.S. (2001). *Peace skills: Manual for community mediators*. Jossey-Bass.

Argument skills

Freeley, A.J., & Steinberg, D. *Argumentation and Debate, 11th ed*. Selected chapter excerpts.

Hollihan, T.A., & Baaske, K.T. (2005). *Arguments and arguing: The products and process of human decision making, 2nd Ed. New York: Waveland Press. Chapter 9*. Refutation.

Warnick, B., & Inch, E.S. (1998). *Critical thinking and communication: The use of reason in argument*. Boston: Allyn & Bacon. Selected excerpts.

Ziegelmueller, G.W., & Kay, J. (1996). *Argumentation: Inquiry and advocacy, 3rd edition*. Englewood Cliffs, NJ: Prentice Hall. Chapter 11, Outlining & Briefs.

Running Meetings and Mediating Conflict

Susskind, L. Selected readings.

**Communication 3330 Tentative Schedule**

Wk	Class date	Title	Reading	Topics and Deadlines
**I. ANALYZING CONFLICT**
1	23-Aug	Conflict Management	HW Chapter 1 (1-17)	*Conflict: definition * Course & class introductions*
	25-Aug	A Model for Conflict Interaction	HW Chapter 1; Folger, Poole & Stutman (FPS), pp.16-38; Ripley (R), High Conflict, Intro	**A model and properties of conflict interaction * Analyzing Spirals* *Reading will extend to week 2.*
2	30-Aug	Perspectives on conflict	HW Chapters 1, 2 R, excerpts	*Metaphors * Social cognitive knowledge * culture * Listening * Culture & conflict* ***Skill #1 Perspectives Topic Choice paper due***
	1-Sept	Perspectives, cont.	HW Ch. 2; R, fire starters	*High conflict: power of the binary, fire starters* *Analyzing spirals **Skill #2 Spirals***
3	6-Sept	Interests & Goals in Conflict Facework	HW Chapter 3 Politeness theory; handout	*What are parties' interests & instrumental, relationship, identity and process goals in conflict? *What is facework in conflict?* ***Skill #3 Facework***
	8-Sept	Power in Conflict	HW Chapter 4 Jandt, pp. 10-13 Jandt, pp. 25-34	*Theories of power in conflict * Bases of power * Relational power * Balancing power * power & decision making; tools to avoid groupthink*
4	13-Sept	Avoiding GroupThink No formal class	View Challenger Documentary	*https://www.youtube.com/watch?v=2FehGJQlOf0 Asynchronous mode ** ***Expertise** Groupthink analysis due (Individual analysis)*
	15-Sept	Conflict Styles	HW Chapter 5 HW p. 154: Assess your style!	*In what conflict circumstances do we use particular conflict styles? *Message features of each style **Skill #4 Styles***

			Jandt pp. 45-47; pp.126-36. Assess verbal aggressiveness with scale in Module	
5	20-Sept	Analysis of conflict styles **Review for Exam #1**	HW Applications 5.2, 5.3, 5.7	*Use of appropriate conflict styles & tactics* *Aggressiveness versus assertiveness*
	22-Sept	**Examination #1**		
6	27-Sept	Emotions & Conflict/Analyzing conflict	HW Ch. 6; FPS, pp. *42-56* Jandt, pp. 136-42 HW Ch. 7 (pp. 230-9; 249-55)	**Mapping emotions * Core concerns framework* **Psychodynamic perspective*Managing anger* *Mapping conflict*
		**II. MANGING CONFLICT**		
	29-Sept	No formal class; office hours	Work on conflict analysis paper	**Conflict analysis & management paper due Oct. 17th at 11:59 pm.**
7	4-Oct	Resolving Conflict Together	HW Chapter 8 Jandt, pp. 99-109;	*What are major negotiation strategies *Game theory * Principled negotiation*
	6-Oct	Resolving Conflict Together, Part II	HW Chapter 8 Jandt, pp. 99-109 FPS, pp. 237-255	*Discussion continued; *A Normative model for conflict management* **Skill #6 Conflict management**
8	11-Oct	Negotiation & Refutation in Conflict Resolution	Hollihan & Baske, Refutation	Evidence, Refutation practices; ending conflict **Skill #7 Conflict management**
	13-Oct	FALL BREAK		

				III. USING ARGUMENT TO MANAGE CONFLICT
9	18-Oct	Form groups Argument in Conflict management		*Form groups for group projects; **Policy Briefs** on productive argument and communication for managing conflict.*
	20-Oct	Evidence in conflict	Inch & Warnick, propositions, evidence Ziegelmuller & Kay, the brief	*How does argument on an issue controversy work? Concepts: argument, evidence*
10	25-Oct	Summarizing others' arguments	Inch & Warnick, propositions, evidence	*Propositions, stock issues, argument roles*
	27-Oct	Building an argument case Writing an argument policy brief	Freeley & Steinberg, Building affirmative cases, negative cases	*Building a case for "affirmative" sides of the issue Building a case for "negative" sides of the issue*
				IV. DEVELOPING MEDIATION SKILLS
11	1-Nov	Third party interventions	HW Chapter 9 Jandt (145-155); Susskind	*Types of 3rd party interventions * Mediation styles; Running community meetings*
	3-Nov	Mediation	Jandt (156-171)	*How to conduct mediation * Mediation strategies* **Individual Skill: Mediation**
12	8-Nov	Mediation/Ending Conflict	Jandt, pp. 193-212	
	10-Nov	Ending conflict Review for Exam #2		*How do we live and communicate after the conflict? Reconciliation*
13	15-Nov	**Examination #2**		

	17-Nov	NO CLASS NCA Conference	No class	Work on group projects
14	22-Nov	NO CLASS; Open Office hours; Work on Group Projects		Office hours for project consultations
	24-Nov	NO CLASS THANKSGIVING HOLIDAY		
15	29-Nov.	Group Presentations		
	1-Dec	Group Presentations		
16	6-Dec	Group Presentations		***Group Projects due December 11th at I1.59 pm.*** ***Case Study Revisions due December 10th at 11:59 pm.***

 There may be updates or changes in order to make the class a better experience for everyone. Any changes will be posted to Carmen and announced in class.