



Conflict Management Syllabus

Delivery Method: *Online, Asynchronous*

Contact: support@mindedge.com

Prerequisites/Co-requisites: *None*

Required Texts and Resources: *MindEdge course bundle*

Course Description:

This online course covers the key issues and best practices for managers dealing with contentious situations in the workplace. Throughout seven segments, learners will explore strategies that managers can use to help deal with conflict. The self-paced course offers an assortment of interactive exercises, videos, selected readings, case studies, and scenarios highlighting key issues, and self-assessments that engage students and provide opportunities to practice conflict negotiation and management skills.

Topics covered in the course:

- Introduction to Managing Change and Resolving Conflict
- Communicating Collaboratively
- Emotional Intelligence for Managers
- Handling Difficult Employee Behavior
- Handling Workplace Conflict
- Leading and Managing Change
- Negotiations: Resolving Disputes

For any questions or concerns related to content, IT, and accommodations, please contact support@mindedge.com.

Students will have access to the course for 1 year. Completion of all components of the material will take approximately 34 hours. Students are able to self-pace their progress through the material, as all content is delivered online and asynchronously.

Grading:

Successful completion for the ACE CREDIT® designation is based on student performance on a final cumulative exam. The final exam is composed of **50 multiple-choice questions**. Students will have 1.5 hours to complete the exam.

If students do not earn a passing score of 70% on their first attempt, they will have the opportunity to take the exam **2 additional times (3 total attempts)**. Students must wait 24 hours between exam retakes.

Honor Code:

At MindEdge, we believe in the power of online learning and the power of learners to improve their lives through education. We believe in the honesty and integrity of our learners and the ability of our courses to further competencies in critical subjects crucial to personal and professional development.

When taking MindEdge courses that may confer college credit equivalency, we use additional measures to ensure the integrity of end-of-course exams and projects. This includes the use of online proctoring software. End-of-course exams are those built in a self-contained MindEdge “course” —separate from the material used for learning review and study. It’s expected that learners focus exclusively on the exam when taking the exam.

- Referencing the course materials used for learning is not permitted.
- Reviewing other course materials on separate devices or screens is not permitted.
- Working in tandem or communicating with others—either in your immediate proximity or via digital methods (text, chat, FaceTime, etc.)—is not permitted.
- Using alternate browsers or browser windows and search engines of any kind to aid in answering exam questions is not permitted.

The use of the proctoring software is to help ensure these activities don’t happen. Learners are expected to abide by the proctoring process, including the verification of a learner’s true identity as the registered exam taker by providing appropriate and valid identification.

Should the proctoring process raise any flags of suspicion on the items above, MindEdge will contact the learner with the information provided by our provider.

Should MindEdge have sufficient proof that the rules of this honor code were not followed, the learner will not have the opportunity to earn college credit or other continuing education units, as applicable. Any applicable fees paid to any party to take the course are not eligible for a refund of any kind.

Learning Outcomes

Course-level learning outcomes are listed below:

- Recognize the leadership challenges in dealing with change, conflict, and inappropriate employee behavior
- Identify various factors involved in resistance to change, and discuss why change initiatives fail
- Discuss the importance of leadership and the role of communication in successful change management
- Identify factors associated with effective interpersonal communication in various business contexts
- Explain the importance of addressing difficult employee behavior
- Summarize practical tips for handling conversations about difficult behaviors
- Identify the different types of conflict in the workplace
- Identify the most common causes of personal and workplace conflict
- Differentiate between different conflict styles, and describe various conflict resolution strategies
- Define emotional intelligence, and discuss how improving emotional intelligence can have a positive impact on managerial performance
- Recognize the advantages and disadvantages of negotiation, compared to other methods of conflict resolution
- Identify the main impediments to achieving a cooperative resolution, and explain how best to circumvent them

Learning Objectives

Below, learning objectives are listed according to topic.

Introduction to Managing Change and Resolving Conflict

- Recognize the leadership challenges in dealing with change, conflict, and inappropriate employee behavior
- Define the importance of emotional intelligence in dealing with difficult issues in the workplace
- Identify the ten factors in resistance to change
- Recall why change efforts fail
- Define best practices in leading change
- Differentiate between leading change in different sectors (nonprofit, for profit, etc.)
- Identify the five stages of conflict (latent, perceived, felt, manifest, aftermath)
- Identify the eight causes of conflict (Bell and Hart)
- Identify the five conflict-handling modes (competing, collaborating, compromising, avoiding, and accommodating)
- Recognize the organizational framework for conflict resolution

Communicating Collaboratively

- Identify the factors in interpersonal communication
- Identify communication strategies to be successful in small and large groups
- Describe a strategy for working effectively in remote settings, including telework settings
- Identify the purpose of various types of meetings, and define the outcomes expected
- Recognize the role of an effective communicator in a meeting
- Identify the effective use of organizational resources to prepare for, moderate, and follow up after a meeting
- List key components of meeting minutes or a meeting summary

Emotional Intelligence for Managers

- Define the role of emotional intelligence for managers
- Recognize how improving emotional intelligence can have a positive impact on managerial performance
- Recognize the importance of emotional intelligence in successful management
- Identify the nine key EI factors
- Define key EI factors and identify their role in business management

Handling Difficult Employee Behavior

- Describe the importance of addressing difficult employee behavior
- Recall a six-step model for handling conversations about difficult behaviors
- Define practical tips for handling conversations about difficult behaviors
- Recognize the common 12 difficult employee behavioral types:
 - the Complainer
 - the Disorganized Employee
 - the Procrastinator
 - the Inflexible Employee
 - the Unmotivated Employee
 - the Overly Sensitive Employee
 - the Overly Confident Employee
 - the Manipulator
 - the Social Skills Challenged Employee
 - the Overly Social Employee
 - the Needy Employee
 - the Bully
- Identify the 12 difficult behaviors, their causes and motivations, and their consequences
- Identify best practices for handling the 12 difficult behaviors
- Recognize best practices to workplace scenarios involving the 12 behavioral types

Handling Workplace Conflict

- Identify the different types of conflict in the workplace
- Recognize some of the major causes of workplace conflict
- Define the Thomas-Kilman model of conflict
- Differentiate between different conflict styles
- Identify various conflict behaviors in the workplace
- Recall conflict resolution strategies
- Define best practices for handling difficult employees
- Recognize what constitutes dangerous conflict, and define methods for handling risky situations

Leading and Managing Change

- Define organizational change, and identify the forms it can take
- Identify Kotter's Eight Step Process recommended for implementing change successfully
- Define Lewin's model of change and identify its limitations
- Identify the factors a leader or manager can employ to promote change
- Define the change initiative planning process
- Recognize the role of a leader in communicating change
- Identify methods to foster participation
- Recognize the underpinnings of resistance to change, and identify methods to overcome them
- Differentiate between other models of change management (ADKAR, GE CAP, Cisco Change Roadmap)
- Match change management models to specific scenarios
- Describe strategic change and mastering a changing environment

Negotiations: Resolving Disputes

- Distinguish between Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN)
- Recognize the advantages and disadvantages of negotiation, compared to other methods of conflict resolution
- Define the importance of BATNA in Dispute Settlement Negotiation
- Identify the most common causes of personal and workplace conflict
- Identify the steps involved in conflict diagnosis
- Recall the five conflict management styles identified by the Thomas-Kilmann Conflict Mode Instrument (TKI)
- Identify the main impediments to achieving a cooperative resolution, and explain how best to circumvent them
- Identify how to develop a strategy and interest assessment
- Define the importance of active listening in the context of negotiation
- Describe how to develop a strategy and interest assessment

- Recall how the ability to identify different negotiating currencies can help negotiators break a stalemate
- Distinguish between “sacred” and “pseudo-sacred” values
- Recognize the principles of Dispute Settlement Negotiation