

B.A. (VS) Modern Office Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE-5.1
Conflict Management at Workplace
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Conflict Management at workplace (DSE-5.1)	4	3	1	-	Pass in class 12th	Nil

Learning Objective: To expose students to the different concepts, theories and practices of conflicts and Conflict management and impart conflict management skills and techniques to effectively manage conflicts at the work place and community.

Learning Outcomes:

After completion of the course, the learners will be able to:

1. define, comprehend, and apply the key practical and theoretical concepts of managing and resolving conflicts.
2. identify the various strategies for dealing with conflict when it happens and using the same.
3. develop a greater awareness and understanding of the methods involved in conflict resolution.
4. identify the skills and techniques for resolving conflicts at workplace;
5. analyze the critical role of leadership, their communication styles, their impact in a conflict situation.

Unit 1: Introduction: Concept and Theories

9 hours

Conflict: Definition, Theories, Sources: Values, Interests, communication, Relationship, Role, Structure, Data & Information, Escalation and Effects: Cyclic and Chain reaction, Productive (functional) and Destructive (dysfunctional) – views of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination – cost and effects of conflict - organizational and individuals perspectives of conflict.

Unit 2: Approaches and Strategies of Dealing with Conflicts

9 hours

Resolution and Conflict transformation - Five conflict handling styles: competing, collaborating, avoiding, accommodating and compromising. Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion,

violence and grievance redressal, investigation, arbitration, adjudication and litigation, conflict coaching and Lobbying.

Unit 3: Methods of Conflict Resolution

9 hours

Methods: Negotiation: hard, Soft, competitive and win-win, Outcome of negotiation: zero sum, positive sum and negative sum. - Mediation: evaluative and facilitative, Conciliation and hybrid.

Unit 4: Skills and Techniques for Conflict Management

9 hours

Lobby, Persuasion, Dialogue, consultation, Trust building, defusing anger, anger management, building rapport, empathetic listening, one-on-one conversation, recognizing different issues and viewpoints, transparent and empathetic communication, sharing of information and position, conflict analysis and joint costing, transforming competitive negotiation to collaborative, exploring and choosing alternatives and formalizing agreements.

Unit 5: Role of Managers in Conflict Management

9 hours

Kinds of leadership in management: The demagogue, manager and mediator (facilitator) – Keys for leader as mediator: visioning, systems thinking, presence, inquiry, conscious conversation, dialogue, bridging, innovation and crisis intervention and management.

Practical Exercises:

The learners are required to:

1. Assign students the task of writing a research paper on conflict management at workplace, documenting and discussing the concept, its causes, and the views shared by authors on the same.
2. Identify conflicts that you have encountered or witnessed in their personal or professional lives. Analyze these conflicts by applying different conflict management theories and concepts. Students can reflect on the effectiveness of the theories in understanding the conflicts and propose alternative approaches based on different theories.
3. Select a hypothetical situation of conflict within an organization and analyze the situations, identify the underlying causes of conflict, and propose appropriate conflict management strategies. Encourage students to consider factors such as communication breakdowns, differing interests, power dynamics, and cultural differences. They should present their analysis and recommendations, highlighting the potential outcomes of each approach.
4. Develop the right skills and competencies to achieve harmony within the organisation. Students can simulate a situation in which they act as mediators in a workplace conflict between two parties. Provide them with a conflict scenario and guide them through the mediation process, including setting ground rules, facilitating communication, and guiding the parties toward a resolution. Students should practice active listening, reframing perspectives, and fostering collaboration, and thereafter reflect on their mediation skills and techniques to discuss the effectiveness of their strategies.
5. Participate in a role play exercise wherein students take up the role of demagogue, manager and mediator to resolve a simulated conflict. Create the right strategy and tactics to effectively deal with disputes at workplace.

Suggested Readings:

- Asish Kumar Das, (2008), Contemporary Conflict Resolution, Sarup & Sons, New Delhi.
- John Paul Lederach, (2003), The Little book of Conflict Transformation, Good Books, Intercourse, PA.
- Madhusudan Saharay, (2011), *Text book on Arbitration and Conciliation with Alternative Dispute Resolution*, Universal Law Publishing Co. Pvt. Ltd. New Delhi
- Mark Gerzon, (2006) *Leading Through Conflict*, Harvard Business School Press, Boston, USA.
- Rahim, M. A. (2023). *Managing conflict in organizations*. Taylor & Francis.
- Raines, S. S. (2019). *Conflict management for managers: Resolving workplace, client, and policy disputes*. Rowman & Littlefield.
- Robert J Edelman, (2000), *Interpersonal Conflicts at work*, University Press, Hyderabad.

Notes:

- 1. Suggested readings shall be updated and uploaded on the college website from time to time.**
- 2. Examination scheme and mode shall be as prescribed by the Examination branch, University of Delhi from time to time.**