Course Title: Leadership and Conflict Management  
Course Code: BUS 229  
Quarter: Fall 2016  
Instructor Name: John Steinhart (jsteinhar@sbcglobal.net)

Required Text: None

I will provide a reading list for more in-depth study of topics covered in class. I will also bring books to class that students may check out provided they return them the following week, thus allowing all students access to these materials. In addition, throughout the course I will email relevant articles on the topics we are discussing in class.

Grade Options and Requirements:

- **No Grade Requested (NGR):** Just show up for class.

- **Credit:** Students answer a short version of the Myers Briggs Type Indicator (MBTI) questionnaire and receive a confidential assessment. (All students will be offered the questionnaire whether or not you take the course for credit.) An additional requirement for Credit is the submission of a one- to two-page description of a conflict situation that you have experienced or are currently engaged in. Please submit these short papers in the first two weeks, as I will select some of these for discussion and analysis in class sessions while keeping the student’s identity and organizational affiliation anonymous.

- **Letter Grade:** Submit the Myers Briggs Type Indicator questionnaire AND using some of concepts from the course, analyze your own conflict management style or a conflict situation you are currently engaged in. This paper should be 3 to 5 pages in length and is due Friday, Oct 21.

Weekly Outline

**Session 1: Leadership and Conflict; Motivation, Resources.**  
Introductory concepts
- Administrative Matters: Readings, Credit/Grade requirements  
- Definition of Leadership  
- Understanding motivations: extrinsic and intrinsic  
- Values and the importance of shared values between leaders and followers  
- Resource base of leaders –financial and non-financial  
- Using conflict as tool of leadership: shaping, encouraging, curbing, mediating conflict
Session 2: Definitions of Conflict; The Adversarial Process; Game Theory
- Defining Conflict
- Conditions for conflict to arise
- Positive side of conflict
- Power vs Influence
- Adversarial System and competition
- Basis for Western legal system and organizational conflict resolution
- Field Theory and Win-Win outcomes.
- Prisoner’s Dilemma and how self interest trumps cooperation
- Examples: Nuclear proliferation and Conservation
- Geopolitical Cooperation: Camp David Accord

Session 3: Conflict Management Approaches/Dealing with difficult people;
Conflict Management Process Steps 1 - 4
- Avoidance, Accommodation, Compromise, Competition, Collaboration
- Bullies, Narcissists, Passive-Aggressives
- Framing/Reframing Conflicts
Conflict Management Process
1. Diagnosing Conflicts
2. Inclusiveness
3. Ground Rules
4. Creating Safety

Session 4: Conflict Management Process Steps 5 – 7
5. Role of emotions in conflict situations
   - How the brain works-- limbic system and fight/flight response
   - Understanding one’s own emotions
   - Masking and managing emotions
   - Empathy and emotional intelligence
--------------------------------------------
6. Listening and communications skills
   - Common listening problems
   - Settings and reading body language
   - Using open ended questions
   - Reflective listening, paraphrasing, summarizing techniques
   - Hearing the other party’s perception
   - Understanding and incorporating differences

Session 5: Conflict Management Process Steps 7 – 10; Gender/Cultural Issues;
Preventing Conflict
7. Identifying options
8. Choosing the best options
9. Reaching agreement and getting closure
10. Establishing accountability

----------------------------------------

Special Considerations
- Gender and conflict
- Cultural influences
- Preventing conflicts
- Wrap-up