

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET**

Instruction: See Course and Program Development Policy and Procedures

SHORT TITLE OF PROPOSAL: Organizational Conflict and Conflict Management Systems COURSE # CNCM 730

Box 1: TYPE OF ACTION	ADD(NEW) <input checked="" type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input type="checkbox"/>
Box 2: LEVEL OF ACTION	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

Box 3: ITEM OF ACTION (check appropriate boxes)	APPROVAL SEQUENCE (see box 4 below)	DOCUMENTS REQUIRED (see box 5 on back)	INFO COPIES (see 2 on back)
<input type="checkbox"/> 1 Experimental Course <sup>1</sup>	AC	NOP	
<input type="checkbox"/> 2 Course Title	ABCD	NO	
<input type="checkbox"/> 3 Course Credits	ABCD	NO	
<input type="checkbox"/> 4 Course Number	ABCD	NO	
<input type="checkbox"/> 5 Course Level	ABCD	NO	
<input type="checkbox"/> 6 Deactivate a Course	ABCDEF	NO	a, b
<input type="checkbox"/> 7 Pre & Co-Requisite	ABCD	NO	a, b
<input type="checkbox"/> 8 Course Content	ABCD	NOP	a, b
<input checked="" type="checkbox"/> 9 New Course	ABCDEF	NOPQ	a, b
<input type="checkbox"/> 10a Certificate Program (ug/g) exclusively within existing degree program	ABCDEFHJL	NOQ	a, b, d
<input type="checkbox"/> 10b Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	ABCDEFHIK	NOSR, 6	a, b, d
<input type="checkbox"/> 11a UG Concentration (exceeds 24 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/> 11b Masters Concentration (exceeds 12 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/> 11c Doctoral Concentration (exceeds 18 credit hours)	ABCDEFGHIK	NO, 5	a, b, d
<input type="checkbox"/> 12 Program Requirements	ABCDEF	NO	a, b, d
<input type="checkbox"/> 13 Program Title	ABCDEFGHIK	NO, 5	a, b, c, d
<input type="checkbox"/> 14 Off-Campus Deliver of Existing Program	ABCDEFHJK	NO, 4	a, b, c, d
<input type="checkbox"/> 15 Closed Site Program	ABCDJL	NOT	a, b
<input type="checkbox"/> 16 Program Suspension <sup>9</sup>	ABCDEFJL	NOQ	a, b, c, d
<input type="checkbox"/> 17 Program Termination	ABCDEFHJL	NO, 10	a, b, c, d
<input type="checkbox"/> 18 Degree Program	ABCDEFGHIK	NOQRS, 3,8	a, b, c, d
<input type="checkbox"/> 19 New Center	ABCDEFGH		
<input type="checkbox"/> 20 Other	Varies	Varies	Varies

Box 4: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A Department	Chair: <i>Donald C. Mulleady</i>	<i>2/14/06</i>
B Final faculty review body within each school	Chair: <i>Margaret J. Pottick</i>	<i>2/16/06</i>
C College Dean	Dean: <i>Larry W. Turner</i>	<i>2/16/06</i>
D Provost and Senior Vice President for Academic Affairs	Provost: <i>Judith M. Kendall</i>	<i>2/20/06</i>
E Curriculum Review Committee (UFS subcommittee)	Chair: <i>John B. L.</i>	<i>2/28/06</i>
F University Faculty Senate	Chair:	
G University Council <sup>11</sup>	Chair:	
H President	President::	
I Board of Regents – approval		
J Board of Regents – notification only		
K MHEC – approval		
L MHEC – notification only		
M Middle States Association notification	Required only if the mission of the University is changed by the action	

Box 5: DOCUMENTATION (check boxes of documents included)			
	N. This Cover Sheet		Q. Full Description/Rationale
	O. Summary Proposal		R. Full 5-page MHEC Proposal
	P. Syllabus		S. Financial Tables
			T. Contract
			U. Other

1. Approval automatically lapses after two offerings unless permanently approved by Action 9
2. Codes: a) Director of Library Services (Langsdale or Law) b) College Dean c) Planning Office d) EMSA
3. Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.
4. One-page letter to include: Program title & degree/certificate to be awarded; resources requirements; need and demand; similar programs; method of instruction; and oversight and student services \*
5. One-page letter with description and rationale \*
6. One or two-page document that describes: centrality to mission; market demand; curriculum design; adequacy of faculty resources; and assurance program will be supported with existing resources. \*
7. Learning objectives, assessment strategies; fit with UB strategic plan
8. Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal
9. Temporary suspension of program to examine future direction; time not to exceed two years. No new students admitted during suspension, but currently enrolled students must be given opportunity to satisfy degree requirements.
10. Provide:
  - a. evidence that the action is consistent with UB mission and can be implemented within the existing program resources of the institution.
  - b. proposed date after which no new students will be admitted into the program;
  - c. accommodation of currently enrolled students in the realization of their degree objectives;
  - d. treatment of all tenured and non-tenured faculty and other staff in the affected program;
  - e. reallocation of funds from the budget of the affected program; and
  - f. existence at other state public institutions of programs to which to redirect students who might have enrolled in the program proposed for abolition.
11. University Council *review* (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

\* Required by MHEC

**DOCUMENT O – SUMMARY PROPOSAL**

College: CLA	Department: LEHS	Cost Code:
Contact Person: Ellen K. Wayne	Phone: 4108375303	Effective Semester: Fall 2006

O-1: Briefly describe what is requested: Approval of new course

For new courses or changes in existing courses (needed by Registrar):		
New Title: Organizational Conflict and Conflict Management Systems	Title #: CNCM 730	Credits: 3
Course Abbreviation: Organizational Conflict		
Old Title: Special Topics: Organizational Conflict and Conflict Management Systems	Title #: CNCM 620	Credits: 3
<i>was originally offered as special topics</i>		

O-2: Set forth the rationale for the proposal: This course serves two purposes within the CNCM program. First, it provides an opportunity for students who are already focused on organizational or managerial roles (such as those who are already employed in HR positions) to explore and understand how conflict functions in organizational settings. Second, it teaches about the new developments in conflict management in organizational contexts, an understanding of which can enhance our students value to their current and future employers, as well as positioning them to advance Maryland's development in this area.

O-3 Resources Needed: None

	Personnel	Equipment	Expendables	Facility Costs	TOTAL COSTS
Start-up First Year	\$	\$	\$	\$	\$
Annual Thereafter	\$	\$	\$	\$	\$

Indicate probable source of additional funds, if needed:

O-4 Impact including OTS and Library resources (Complete a or b)

a) Impact was reviewed. All impacted units were contacted and understandings worked out. No unit objects to the proposal as currently submitted. The units contacted were:

OTS/Library

Donald C. Muscedine Department Chair Signature 2/15/06 Date

b) Impact was reviewed. All objections were worked out except those documented in attachments. Units contacted were:

\_\_\_\_\_

\_\_\_\_\_ Department Chair Signature \_\_\_\_\_ Date

## Document P – Course Syllabus

**Date Prepared:** 11/21/05  
**Prepared by:** Ellen Kabcenell Wayne  
**Department:** LEHS  
**Course Number:** CNCM 730  
**Course Title:** Organizational Conflict and Conflict Management Systems  
**Credit Hours:** 3  
**Prerequisites:** None

### **Catalog Description:**

Students in this course will examine the nature of conflict as it occurs in organizations, how conflict can function both destructively and constructively in that context, and the history of how conflict has traditionally been viewed and managed in organizational contexts. In addition, it will consider the theory underlying the creation of integrated conflict management systems in organizations, the nature of such systems, and how they are developed, designed and evaluated.

**Suggested Approximate Class Size:** 15-20

**Content Outline:** The course will examine:

1. Types and characteristics of conflict in organizations
2. Destructive and productive effects of conflict in organizations
3. History of conflict management in organizations
4. Characteristics of integrated conflict management systems
5. The role of systems theory and organizational development
6. The process of developing an integrated conflict management system:
  - a. Organizational assessment
  - b. Professional competencies required
  - c. Stakeholder involvement and facilitation
  - d. System design
  - e. Organizational culture and culture change
  - f. Implementation
  - g. Evaluation

### **Learning Goals:**

- Ability to understand and evaluate the nature of conflict within organizations
- Ability to understand the history of organizational conflict management and the current range of practices used by organizations
- Ability to identify and understand the key features of integrated conflict management systems
- Understanding of the process used in creating and implementing integrated conflict management systems within organizations

- Ability to apply the process used in creating and planning the implementation of an integrated conflict management system in an actual organization, to the extent that it is possible to do so through a simulated exercise
- Ability to work constructively and collaboratively on a group project

**Assessment Strategies:**

Attendance and Participation (10%): The class will combine lectures, discussion of readings and application of theory from those readings through exercises and cases, and group work on a conflict management system design project. Student attendance and active participation in class activities will demonstrate a grasp of the class materials and enhance the learning of others. In addition, student reflections and assessment of class topics in light of their own work experiences provide valuable comparisons and challenges, deepening understanding.

Papers (20% and 25%): Students will write two papers during the course of the semester. In the first paper (7-10 pages), the student will apply theories relating to the characteristics of organizational conflict and its management learned in class to an organizational conflict that he or she has experienced. In the second paper (7-10 pages), the student will analyze a case study of organizational conflict.

Organizational conflict management system group project -- Presentation of system (15%); Individual process journals (30%): Small groups of students will work together to select an appropriate organization (one in which there is not already a substantial conflict management system and about which they either have or will be able to get access to an adequate amount of information). They will gather information about the organization, assess its prevalent areas of conflict and the conflict management system currently in place, determine if additional conflict management options would be beneficial, design those options, and create a plan for their implementation and evaluation. The group will present its system to the class as a whole as if it were presenting to organizational decision-makers who would decide whether to proceed further with the project. In addition, each group member will prepare a separate written process journal to explain, analyze, and reflect on the process the group followed in developing its proposed system and to reflect on the group process itself.

**Required Texts:**

Costantino, C. A. and Merchant, C. S. (1996). *Designing conflict management systems*. San Francisco: Jossey-Bass.

Lipsky, D. B., Seeber, R. L., and Fincher, R. D. (2003). *Emerging systems for managing workplace conflict*. San Francisco: Jossey-Bass.

Morgan, G. (1998). *Images of organization (executive edition)*. San Francisco: Berrett-Koehler.

Additional journal articles and book chapters will be assigned to supplement these volumes.

## **Document Q – Full Description and Rationale:**

### **Q1: Description**

We propose to make the special topics course on Organizational Conflict and Conflict Management Systems a permanent three-credit elective course in the graduate program in Negotiations and Conflict Management program. This elective will fulfill the advanced perspectives requirement for the MS program in the area of Managerial and Governmental Perspectives.

This course consists primarily of a focus on the sources and nature of conflict within organizations, its destructive and constructive potential, traditional means of conflict management, and the theory and practice underlying the creation of integrated conflict management systems. The course will assist students in analyzing and understanding organizational conflict and developing and implementing resolution options, including participation in the creation of full integrated conflict management systems.

### **Q2: Rationale**

This course is a valuable elective for CNCM students with an interest in applying their knowledge and skills to the organizational contexts in which they work or to seek new employment in a conflict-related role in organizations. Although organizational conflict examples are used in other CNCM courses, this course is the only one that focuses directly on the phenomenon and its management. In light of the growth of both conflict management systems and conflict management programs in both private and the federal government sectors, knowledge in this area can be important to students' abilities to relate their studies to the "real world" around them and to their ability to use their knowledge constructively in their own workplaces. It will enhance their ability to serve as leaders in developing such approaches in state and local government organizations in Maryland.

The course is particularly valuable for those students who are already in or who want to develop careers in human resources or management. For students with this focus, it complements our existing elective offerings in Management and the organizational areas of Applied Psychology so that an understanding of organizations can be coupled with a more detailed understanding of how they handle issues of conflict.

### **Q3: Inter-Unit Impact**

There is no inter-unit impact of this course, although a review of the University catalog might lead to the incorrect conclusion that the course duplicates material offered in MGMT 725, Conflict Management and Dispute Resolution in the Workplace. That course, at least as it was taught in recent years, focused strongly on negotiation and therefore offered little overlap with the proposed course. More significantly, in its efforts to reduce the number of business courses, the Merrick School of Business will be combining MGMT 720 (Labor Management Relations) with MGMT 725. Faculty from

CNCM and MGMT have discussed how to develop the syllabus for the resulting course so that it will add educational value for both MGMT and CNCM students, without creating an unreasonable amount of overlap with other courses. As a result of these discussions, the new MGMT course will contain some focus on the negotiation as a dispute resolution mechanism in the labor/management context, but will not otherwise focus on conflict management. The new MGMT course will provide a valuable educational option for CNCM students interested in labor/management relations, just as several CNCM courses (particularly Negotiations and Conflict Management (CNCM 513) and Organizational Conflict and Conflict Management Systems (proposed CNCM 730) would provide opportunities for business students interested in conflict management.

#### **Q4: Quality Assurance**

This course has already been offered as a Special Topics course and will be offered again as such next semester. Its quality will be achieved by following the guidelines in this proposal, as modified by continuing experience with the course. In addition, the current CNCM faculty includes several members with a significant interest in and understanding of organizational conflict management systems. It should therefore not be difficult to maintain the high quality of the course.

#### **Q5: Financial Impact**

Approving this course will have no financial impact on the University of Baltimore. We previously had or have already obtained relevant library materials while the course was offered as a Special Topics course.