



## Conflict Resolution and Negotiation

(Honors Social Science Seminar)

Spring 2022; Wednesdays 6 PM - 9 PM, ENG 301

**Dr. Lynn M. Kuzma**

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Virtual Office Hours Only (contact professor for appointment)

### Course Description

This class explores a variety of techniques, theories, and frameworks for analyzing and resolving conflict. Students will understand the procedure from conflict analysis to exploring techniques, process models, and third-party roles to constructively intervene in conflict. Because this class emphasizes building conflict resolution skills and abilities, a significant portion of the class will be experientially based. Much of the class will involve engaging in simulated conflict scenarios and subsequent reflection. Interpersonal, small group, community, and international conflict will be discussed in the course, but special emphasis will be placed on interpersonal and small group conflicts as the building blocks for doing conflict resolution in larger and more complex settings.

### Course Content:

Subject areas of study include, but are not limited to --

- Conflict Theories: Definitions, conceptions of conflict and practice.
- Conflict Analysis: Approaches and orientation toward conflict.
- Conflict Resolution Techniques: Frameworks for assessing/analyzing conflict
- Levels of analysis; Positions, interests, values, worldviews, & needs
- Moore's Satisfaction Triangle.
- Active listening and mindful speaking
- Listening as assessment: Listening as a form of intervention
- Mediation: Third Party Roles-Mediation
- Negotiation: Interest-based negotiations
- Contextual and strategic negotiations
- Power: context and types of power
- The structure of conflict.
- Theories of identity & identity's role in conflict
- Culture and difference: Social construction of meaning
- Ethics

## Course Learning Objectives

### In terms of knowledge:

- Learn different perspectives on what causes conflict and under what conditions cooperation is more likely to succeed
- Apply multi-disciplinary insights from several disciplines (such as sociology, business administration and anthropology) to concrete policy issues in order to understand the methods of negotiation and conflict resolution.

### In terms of skills:

- Use appropriate referencing and bibliographic methods
- Demonstrate effective oral presentation skills
- Demonstrate effective and integrative teamwork
- Use appropriate negotiation and mediation skills within the context of conflict situations

### In terms of attitudes, students should develop:

- A critical attitude for “life-long learning”
- An attitude of open-mindedness and self-critical reflection with a view to self-improvement
- An open attitude towards inter-cultural team-work

The syllabus, Power Point presentations, and important messages will be uploaded to ‘Canvas’. Students are expected to visit this site regularly to keep abreast of course evolutions. The professor is expected to upload relevant material in a timely manner.

### Required Textbook:

Mayer, B (2000). *The Dynamics of Conflict Resolution: A Practitioner’s Guide*. San Francisco: Jossey-Bass.

Fisher, Roger and William Ury ( ) *Getting to Yes: Negotiating an Agreement Without Giving In*  
<http://www2.hawaii.edu/~barkai/HO/GTY.pdf>

### Grading

Simulations:	30%
Midterm:	20%
Final:	20%
Conflict Analysis and Resolution Paper:	20%
Class Participation:	10%

**Class participation (10% of your grade):** You are expected to take an active role in this class every week, discussing the readings and raising further topics of interest for discussion. As this is an honors seminar, a large part of the responsibility for making it work will fall on your shoulders. Make sure that you come to class having done the reading carefully. This does not mean that you need to understand the readings fully before class starts; please bring up in class any questions / confusion you may have. I regard your participation in discussions as a gauge of your completion and comprehension of the assigned readings. People who simply attend class and do not take part in discussion will receive a zero for that day.

**Simulations (30% of your grade):** The simulation exercises are where students will apply the theoretical concepts studied to a concrete policy issue.

### **Conflict Analysis and Resolution Paper (20%):**

Throughout the semester students will answer the questions on an ongoing conflict. This project is organized around five key questions, each of which represents a phase of analyzing and resolving complex conflicts. Students will select an ongoing conflict and explore the following:

- **What is happening?** In the first phase, one seeks to understand and analyze the conflict, employing a variety of models and frameworks designed for such tasks.
- **What are the intervention options?** In this phase one considers intervention options in light of what has already been done to address the conflict, as well as any ongoing efforts, and considers ethical challenges posed by intervening in the conflict at all and/or in particular ways.
- **How should we intervene?** In this phase, one must select one or more intervention strategies. These should be linked to the analysis of the conflict and include facilitated dialogue, training, mediation, negotiation, problem-solving workshops, activism/advocacy, and organizational conflict resolution (ombudsman), to name several options.
- **What are the complicating dynamics of the proposed intervention?** In this phase one considers the dynamics, structures, and other factors that will likely affect intervention in the conflict. Some examples include ethical considerations, structural inequalities, culture, social identities, logistics, and other potential opportunities and limitations.
- **How will we know if we have helped?** The final phase of intervention is evaluation (although some forms of evaluation may occur during an intervention). Links between analysis, intervention, and evaluation should be clear.

### **Grading Scale**

Grades will be calculated based upon the following scale

100 – 90%	A
89 – 80%	B
79 – 70%	C
69 – 60%	D

### **University Mask Policy:**

- All students are required to wear masks in class
- All masks must be worn properly – covering both your nose and your mouth.
- It is APPROPRIATE for the instructor or other students to point out when a student needs to fix their mask. Such suggestions are encouraged.
- Students who fail to comply with the mask mandate will be asked to leave the classroom and will be reported to the Office of Student Affairs for disciplinary action.
- Prior to coming to campus all students must complete the brief survey on the My Campus Pass symptom checker self-screening app found at: [myRutgers Portal](#).

**Accommodations:** Your success in this class is important to me. If there are circumstances that may affect your performance in this class, please let me know as soon as possible so that we can work together to develop strategies for adapting assignments to meet both your needs and the requirements of the course. There are official forms you need to file with the university and share with me for the arrangement of certain accommodations. Please feel free to email me and arrange a private meeting to discuss this further.

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students. RU-N has identified the following resources to further the mission of access and support:

- **Students with Disabilities:** Rutgers University welcomes students with disabilities into all of the University's educational programs. The Office of Disability Services (ODS) is responsible for the determination of appropriate accommodations for students who encounter barriers due to disability. In order to receive consideration for reasonable accommodations, a student with a disability must contact ODS, register, have an initial appointment, and provide documentation. Once a student has completed the ODS process (registration, initial appointment, and documentation submitted) and reasonable accommodations are determined to be necessary and appropriate, a Letter of Accommodation (LOA) will be provided to the student. The student must give the LOA to each course instructor, followed by a discussion with the instructor. This should be completed as early in the semester as possible as accommodations are not retroactive. More information can be found at [ods.rutgers.edu](https://ods.rutgers.edu). Contact ODS: (973) 353-5375 or [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu).
- **Religious Holiday Policy and Accommodations:** Students are advised to provide timely notification to instructors about necessary absences for religious observances and are responsible for making up the work or exams according to an agreed-upon schedule. The Division of Student Affairs is available to verify absences for religious observance, as needed: (973) 353-5063 or [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu).
- **Counseling Services:** Counseling Center Room 101, Blumenthal Hall, (973) 353-5805 or <http://counseling.newark.rutgers.edu/>.
- **Students with Temporary Conditions/Injuries:** Students experiencing a temporary condition or injury that is adversely affecting their ability to fully participate in their courses should submit a request for assistance at: <https://temporaryconditions.rutgers.edu>.
- **Students Who are Pregnant:** The Office of Title IX and ADA Compliance is available to assist students with any concerns or potential accommodations related to pregnancy: (973) 353-1906 or [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu).
- **Gender or Sex-Based Discrimination or Harassment:** Students experiencing any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, should know that help and support are available. To report an incident, contact the Office of Title IX and ADA Compliance: (973) 353-1906 or [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). To submit an incident report: [tinyurl.com/RUNReportingForm](https://tinyurl.com/RUNReportingForm). To speak with a staff member who is confidential and does **NOT** have a reporting responsibility, contact the Office for Violence Prevention and Victim Assistance: (973) 353-1918 or [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu).

## Honors Social Science Seminar: Conflict Resolution and Negotiation Readings

Week	Readings
Jan 19 Introduction to Course	Syllabus
Jan 26 The Nature of Conflict	<b>Chapter 1: The Nature of Conflict</b> <b>Chapter 2: How People Approach Conflict</b>
Feb. 2 Culture and Conflict	<b>Chapter 3: Power and Conflict</b> <b>Chapter 4: Culture and Conflict</b>
Feb. 9 Analyzing Conflicts	<b>Conflict Mapping</b>
Feb. 16 Resolving Conflicts	<b>Chapter 5: Resolving Conflicts</b> <b>Chapter 6: Engaging Conflict</b> <a href="#">Advice for Peace: Ending Civil War in Colombia</a>
Feb. 23	<b>Midterm</b>
Mar. 2 Positions vs. Interests	<b>Chapter 7: Communication</b> <b>Chapter 8: Negotiation</b> <i>Getting to Yes</i> by Fisher and Ury
Mar. 9	<b>Rwanda Simulation</b>
Mar. 16	<i>Spring Break</i>
Mar. 23	<b>Chapter 9: Working with Impasse</b> <b>FOREIGN DIRECT INVESTMENT IN MANDOA Simulation</b>
Mar. 30 Mediation	<b>Chapter 10: Mediation</b> <b>Chapter 11: Approaches to Conflict Intervention</b>
April 6	<b>Tulia and Ibad Mediation Simulation</b>
April 13	<b>Chapter 12: Why we Intervene in Conflicts</b>
Apr. 20	<b>Intervention in South Sudan Simulation</b>
Apr. 27	<b>Debrief Class</b>
May 7	<b>Final Paper Due</b>

