



RUTGERS

UNIVERSITY | NEW BRUNSWICK

School of Management & Labor Relations

Conflict & Conflict Resolution, 38:578:515:90, Fall 2025, Online Asynchronous

Description

In recent years, the field of alternative dispute resolution (“ADR”) has grown dramatically for resolving a wide range of conflicts, including those that arise in the workplace. As the presence of labor unions in the workplace has declined, many non-union employers have opted to provide their employees with a forum to resolve disputes that otherwise would go unresolved or would require lengthy and expensive litigation. As a result, grievance and other ADR procedures, long used in the unionized sector, have increased exponentially in the non-union sector. This course will explore the reasons for workplace conflict and compare the types of dispute resolution procedures that are used in both the union and non-union workplaces.

In this course we will examine dispute resolution in the non-union workplace as well as the processes used to resolve disputes in the union sector. Although the class is focused on processes that are used to resolve labor and employment disputes there will also be an emphasis on substantive laws and collective bargaining agreement provisions that often are the sources of conflict. Some background and knowledge of employment or labor law is useful but not required.

The class will also include a focus on communication and negotiating skills that are beneficial regardless of your major or career path. We spend nearly a third of our lives at work and experience a variety of workplaces, supervisors and co-workers who have different methods of addressing or avoiding conflict. Dispute resolution skills are also beneficial in our everyday lives where disagreements may range from selecting a place to go to dinner to serious interpersonal conflicts.

Read each section carefully. **Note:** if you are new to Canvas, complete the Canvas tutorials under [Course Tools Tutorials](#).

Instructor Information

WILLIAM DWYER

Associate Teaching Professor

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Virtual office hours:

- Tuesdays from 4:30 pm to 4:50 pm
- Thursdays from 3:00 pm to 3:20 pm
- Fridays from 4:00 to 4:20 pm

Course Objectives

By the end of this course, you should be able to:

1. Apply the theoretical and practical components of conflict management.
2. Define, analyze, and understand the key practical and theoretical concepts of managing and resolving conflicts.
3. Develop a strategic plan for conflict management based on interests, rights and power dynamics.
4. Develop a strategic plan for effective negotiations, including a thorough understanding of how to create a bottom-line walk-away point (reservation price), knowledge of BATNA (best alternative to a negotiated agreement), and how to set a target.
5. Analyze conflict management situations, including understanding the motivations and interests of parties involved.

Canvas Tutorials & Technical Support

If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students](#)
- [Canvas](#)Canvas is Web Accessibility Guidelines compliant. More on [Canvas accessibility Standards](#)

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Rutgers IT Help Desk](#). 833-648-4357, email help@oit.rutgers.edu, accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student Tutorial](#)

- Canvas [Student Guide PDF Version](#)
- Access Rutgers Canvas via the [MyRutgers Portal](#), rutgers.instructure.com, mobile app and [Rutgers Canvas](#)
- For Canvas assistance, Passwords, or any other computer-related technical support contact the [Rutgers Canvas Help Desk](#).
- - help@canvas.rutgers.edu

Course Delivery Format

This course runs from September 2 through December 21. It is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live Zoom session.

The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, there may be times, if you're working in groups on an assignment, you would need to set up a live session via the **Canvas Conferences, WebEx, or ZOOM**.

Note: Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

Virtual Office Hour

The virtual office hour will be conducted through Zoom in three 20 minute intervals each week on:

- Tuesdays from 4:30 pm to 4:50 pm
- Thursdays from 3:00 pm to 3:20 pm
- Fridays from 4:00 to 4:20 pm

Or, we can schedule to meet by special arrangement.

How to Access Zoom

Virtual office hours are conducted through scheduled ZOOM meeting. If you have not activated your Rutgers ZOOM account, you will need to do so prior to class starts. Follow the steps below:

1. Follow instructions on [Creating Rutgers ZOOM Account](#). Note: be sure to read what to do if you have an existing personal ZOOM account that uses your Rutgers email.
2. Once you have activated your Rutgers ZOOM account you will then need to make sure your Canvas default email is in the format netid@rutgers.edu. Follow instructions

on [How to check and set your Canvas Default Email](#) if needed. Then you can access the scheduled ZOOM class sessions.

3. To access and join the scheduled class sessions, select the ZOOM tab from the left navigation menu, then select Join to join the scheduled session. If you are new to ZOOM, review the tutorials under [Course Tools Tutorials](#) or at [Rutgers ZOOM Homepage](#).

ZOOM etiquettes:

- For audio clarity, mute your microphone when not speaking, unmute only when you are speaking.
- Allow for the brief delay that happens when a conversation from one speaker transitions to another. Be patient and allow the person to speak.
- You have the option to turn on/off your webcam.
- You can use the Chat box to ask questions, share your thoughts.

Course Materials

Textbooks you will need to purchase or rent:

1. Managing Conflict. David Liddle. Kogan Page Limited second edition (2023). ISBN 978-1-398609457
2. Negotiation: Harvard Business Essentials Guide to Negotiation Michael Wheeler. Harvard Business School Press Paperback: 208 pages, Harvard Business Press (July 1, 2003). ISBN-10: 1591391113 ISBN-13: 978-1591391111
3. Influence: The Psychology of Persuasion Robert B. Cialdini. Harper Paperbacks; expanded edition (2021). ISBN-10: 0062937650, ISBN-13: 978-0062937650
4. The Complete Guide to Conflict Resolution in the Workplace M. Masters and R. Albright. Paperback: 368 pages. Publisher: AMACOM (May 13, 2002). ISBN-10: 0814417183 ISBN-13: 978-0814417188.

Additional Learning Materials

- Lecture videos, other multimedia (podcasts, TedTalks, etc.), and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module.

Computer and other Technology Requirements

- Access to the internet
- Reliable computer
- Headphones/Headsets - recommended
- Webcam - optional
- Microsoft Word
- [Basic Computer Specifications for Canvas \(Links to an external site.\)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android \(Links to an external site.\)](#)
- [Canvas Student App for iOS](#)

Course Structure & Schedules

This course is structured in a weekly module format. A Module is a chunk of the course content broken out by usually topic. Each Module equates to a Week. Each week starts on a Monday and ends on a Sunday. Exceptions are the 1st the last week of the semester.

The weekly/module activities are noted in the Modules section under the corresponding **Module # Tasks & Goals** pages. Each Tasks & Goals page includes:

- Topic introduction of the week
- Learning Materials
 - Readings
 - Multimedia (Audio, and/or Videos, Lecture recordings)
- Learning Activities - what activities you will be doing to help you learn
 - Discussion
 - Project work
 - Assignments
- Assessment - the activities that will be assessed (graded)

The course is divided into 16 Weeks as follows (link to the weekly modules):

- [Module 1 \(September 2 - 7\): Introduction](#)
- [Module 2 \(September 8 - 14\): Fundamental Conflict Management](#)
- [Module 3 \(September 15 - 21\): Drivers of Conflict](#)
- [Module 4 \(September 22 - 28\): Psychology of Conflict](#)
- [Module 5 \(September 29 - October 5\): The Magic of Mediation](#)
- [Module 6 \(October 6 - 12\): The Role of Arbitration](#)
- [Module 7 \(October 13 - 19\): The Best Alternative to a Negotiated Agreement \(BATNA\)](#)
- [Module 8 \(October 20 - 26\): Distributive and Integrative Negotiations](#)
- [Module 9 \(October 27 - November 2\): Barriers and Agency Issues](#)
- [Module 10 \(November 3 - 9\): The Power of Persuasion](#)
- [Module 11 \(November 10 - 16\): Prospect Theory and the Endowment Effect](#)
- [Module 12 \(November 17 - 23\): Getting To Yes \(part 1\)](#)
- [Module 13 \(November 24 - 30\): Getting To Yes \(part 2\) & \(Thanksgiving Week\)](#)
- [Module 14 \(December 1 - 7\): Benefits of Conflict](#)
- [Module 15 \(December 8 - 14\): The Future of Conflict Management](#)
- [Module 16 \(December 15 - 21\): Course Wrap Up, Final Exam](#)

Grading Structure

Grading Structure

Grading Components	% of Final Course Grade
Discussions & Annotations	20%
Weekly Quizzes	15%
Simulations	15%
Midterm Exam	20%
Final Exam	20%
Conflict Management Style Self-Assessment	5%
Negotiation Style Self-Assessment	5%
Total	100%

Grading Scale

Grading Scale

Points Range	Grade
89.5 - 100	A
84.5 - 89.49	B+
79.5 - 84.49	B
74.5 - 79.49	C+
69.5 - 74.49	C
59.5 - 69.49	D
0 - 59.49	F

Late Assignments Policy

All assignments have due dates and times that are posted on canvas. If you have an emergency that will prevent you from submitting an assignment before the due date and time, you will need to notify me via email in advance. For any assignment submitted after the deadline without notification before the deadline, point deductions will apply. An assignment submitted up to 24 hours of the due date and time will only be eligible for 80% of the maximum number of points allotted. Assignments submitted more than 24 hours after the due date will only be eligible for 50% of the maximum number of points allotted. If you experience extenuating circumstances (e.g., you are incarcerated or hospitalized) that prevent you from submitting an assignment on time, please contact me. These instances will be given consideration on a case-by-case basis.

Student Code of Conduct

To help create a positive and respectful learning environment, please communicate with professionalism, kindness, and respect at all times. This includes your interactions in discussion posts, messages, and any shared media. Avoid offensive language, harassment, or posting unrelated or inappropriate content.

Remember to follow the [\[Discussion Post Guidelines\]](#) to help guide your contributions. Let's work together to maintain a space where everyone feels valued, heard, and supported.

Rutgers Support Resources for Your Well-Being

Student Health Services:

- Rutgers Student Affairs is dedicated to health for the whole student body, mind and spirit. It accomplishes this through a staff of qualified clinicians and support staff. [Health, Counseling, and Wellness services](#) are available at several locations throughout Rutgers University.

Academic Services:

- For academic support including tutoring, visit the [Rutgers - New Brunswick Learning Centers](#).
- [Division of Student Affairs](#)
- For coaching help with writing skills and assignments visit the [Rutgers - New Brunswick Writing Tutors in the Learning Center](#).
- Many library resources are available online. Assistance is available through phone, email, and chat. For information, check the [Rutgers Libraries website](#).

Veteran Services:

- - Rutgers is proud to support veterans. If you are a veteran of the armed forces, please visit the [Office of Veteran and Military Programs and Services website](#) for more information.

Academic Integrity and Use of Artificial Intelligence

Use of Artificial Intelligence (AI) Tools

The use of artificial intelligence (AI) tools (such as ChatGPT, GrammarlyGO, Copilot, or similar technologies) is **not permitted** in this course. All assignments, assessments, and discussions must reflect your own original work and critical thinking. Submitting work that has been generated, edited, or otherwise influenced by AI will be considered a violation of academic integrity and subject to the university's academic misconduct policies.

If you have questions about what is considered acceptable, please ask me before submitting your work.

Would you like me to also create a short **disclosure statement** for students to sign/acknowledge at the start of the course, confirming they understand and agree to this policy?

- Be sure to review and abide by the [Rutgers Academic Integrity](#)
- Submit your acknowledgement through the [Assignment: Academic Integrity Contract](#)

TurnItIn Statement

Students (You) agree that by taking this course all required papers may be subject to submission for textual similarity review to **Turnitin.com** (via Canvas Assignments Portal) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the [Usage Policy \(Links to an external site.\)](#) posted on the Turnitin.com site.

If you do not agree please contact me immediately.

Staying on Track

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, anytime, *you are still expected to **adhere to the all due dates***.

To help you stay on track:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course ***on a daily basis***
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Discussion Forum
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates
- Make sure you have an alternative plan of access to your Canvas course in case your computer. Additionally, be sure to backup your important documents and assignments on a flash drive or other external device.

Where to Next?

After reviewing the content of this Course Syllabus, proceed to Modules, and review the [Learning Support Resources](#) section. Then continue on to Module 1: Goals & Tasks page.