

Georgetown University

Conflict Management

Dr. E. M. Duke

Summer 2008

Books to be purchased:

Fisher, R., *Getting to Yes*

Fisher, R., *Beyond Reason*

Machiavelli, *Prince*

Schellenberg, James, *Conflict Resolution*

This course is both practical and theoretical. It will look at some of the causes of conflict and some of the techniques for managing it from the perspective of a variety of disciplines. A diversity of academic and life experiences of groups members will enrich the class.

The basic textbooks are in the bookstore and in many local bookstores and on-line. Every class session is built around the assumption that students have read the ALL assignment material and have mastered it. The readings will be used in the class sessions. CHOICE assignments are to be selected by individual class members for class presentations and are not required to be read by all of the class participants. Class sessions will use various experiential learning approaches, such as role plays, simulations/games, instruments, and others. Class work is 35% of the course grade.

Learning will be through a variety of approaches and participation will be expected. Individual, small group and large group work will be included. Some projects may require consultation outside of class hours, but phone conversations will be sufficient. Please share phone numbers and other contact information to facilitate this process. If you have a problem with giving out your contact information, your privacy will be respected.

Some short written assignments are required during the semester with a final analytical paper due on the last evening of class. Details will be discussed in class.

Four books are our basic texts. Machiavelli's *Prince* is a classic model of power and conflict management, read in many fields of study. Roger Fisher, Chair of the Harvard Negotiation Project, offers an alternative approach to Machiavelli in his own classic, *Getting to Yes*, and now amplified in his *Beyond Reason*. James Schellenberg's *Conflict Resolution* will be used to introduce the leading "gurus" of the post World War II field of conflict theory and management.

For Schellenberg's book, class discussion will focus on the organizing concept of the chapter, the case(s) used and the views of the "gurus" discussed in the chapter. While I wish this book (1996) had been updated by its author, it is unduplicated in the field. I use it to introduce a number of organizing concepts and theoretical frameworks which have helped shape the current field. This focus on the theoretical underpinnings of the field will prove useful as students write their analytical papers for this course. In addition, Schellenberg's organizing concepts and overview of the relevant academic literature may prove useful as students move into their thesis writing workshops and thesis writing in any field, not just in conflict management.

Grading:

35% for class work, including ALL mastery, CHOICE reports, small and large group work and small written assignments.

30% for two small papers: personal conflict essay and conflict strategy paper

35% for final, analytical paper

Disabilities Statement:

If you believe you have a disability, then you should contact the Academic Resource Center (arc@georgetown.edu) for further information. The Center is located in the Leavey Center, Suite 335. The Academic Resource Center is the campus office responsible for reviewing documentation provided by students with disabilities and for determining reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) and University policies.

Schedule:

6/2 Introduction
lecture, film, group exercise

Reading:

All:

Schellenberg, pp. 5-16 and pp. 215-217

Begin Machiavelli's Prince

6/9 People in groups: Conflict, cooperation and change
lecture, discussion, instruments, role play, discussion

Reading:

All:

Beyond Reason (BR), ch. 7

Schellenberg, pp. 209-13

Complete Machiavelli's Prince

Choice:

Machiavelli: A Man Misunderstood, ch. 13

Milgram, 281-97

Murnighan, Bargaining Games, ch. 7

- 6/16 Conflict: Innate or learned
film, tape, case, lecture *Proposal for final analytic paper due*
- Reading:
All:
Schellenberg, ch. 3
Yes, pp. ix-xix and 1-39
BR, pp. 3-21
- Choice:
Murnighan, ch. 4
Weeks, Conflict Resolution, pp. 16-33
Ross, Culture of Conflict, pp. 1-13; Ross, Management of Conflict, pp. 16-30
- 6/23 Conflict Management: Innate or learned
film, instrument, discussion
- Readings:
All
Yes, pp. 40-56
BR pp. 25-51
Schellenberg, ch. 4
- Choice:
Johnson, Cheese
Fisher, Beyond Machiavelli, pp. 95-119
Ross, Management of Conflict, pp. 35-42 and 56-68
- 6/30 Cooperation and Conflict in the Power Environment
lecture, instruments, case studies, role play *Personal conflict essay due*
- Readings:
Yes, 81-107
BR, 183-204 and 94-114
Schellenberg, chs. 6,7
- Choice:
Kouvetaris, pp. 41-55
Miles, Coffin Nails, 102-114
Bates Gill, Rising Star: China's New Security Diplomacy, pp. 1-20
Ted Fishman, China, Inc., pp. 9-20 and 177-184
- 7/7 Conflict: Legal/justice issues; negotiation *Short paper on conflict strategy due*

film, lecture, instruments, game

Readings:

All

Yes, 107-149

BR, 72-93; 169-182

Schellenberg, chs 8,9

Choice:

Ross, Management of Conflict, ch. 5

Murnighan, ch. 13

Freund, ch. 2 and pp. 231-238

- 7/14 Third Party Intervention
lecture, discussion, role play *not mandatory: last date for voluntary submission of
drafts of final paper for ungraded review*

Readings:

All

Yes, 149-187

BR, 143-168

Schellenberg, chs. 10,11

Choice:

Burton, pp. 60-87

Fisher, Beyond Machiavelli, 120-144

Zander and Zander, Art of Possibility, ch. 7

- 7/21 Non-routinized conflict
game, lecture, discussion *Abstract/precis of final paper due*

Readings:

All:

Schellenberg, ch. 5

Choice:

Kourvetaris, ch. 12

Michael Brown, Ethnic Conflict, chs. 1, 12

J.T. Duke Conflict and Power, pp. 11-12 and Bender, 24-39

- 7/28 Final Papers—discussion and dinner meeting at Dr. Duke's home
Final, typed analytical papers are due with appropriate foot/endnotes and bibliography