

2009/2010

Professional Development Certificate

# Conflict Management in the Workplace

[www.cel.sfsu.edu/conflict/](http://www.cel.sfsu.edu/conflict/)

Understand Conflict

Manage | Mediate | Negotiate | Resolve



## FREE INFORMATION SESSION

Staff and faculty will be on hand to discuss curriculum, certificate of completion, and program requirements, as well as the logistics of getting started.

This promises to be a rewarding networking opportunity.

For upcoming information session, please visit [www.cel.sfsu.edu/conflict/](http://www.cel.sfsu.edu/conflict/)

To RSVP, please visit [www.cel.sfsu.edu/conflict/events.cfm](http://www.cel.sfsu.edu/conflict/events.cfm)

## Did you know?

**Conflict Management refers to the long-term management of intractable conflicts.**

It is the label for the variety of ways by which people handle grievances — standing up for what they consider to be right and against what they consider to be wrong. Those ways include such diverse phenomena as gossip, ridicule, feuding, law, mediation, and avoidance.

Which forms of Conflict Management will be used in any given situation can be somewhat predicted and explained by the social structure — or social geometry — of the case.

Conflict Management is a deliberate personal, social and organizational tool, especially used by capable politicians and other social engineers.

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# Conflict Management in the Workplace

**For more information please contact:**

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## Program Objectives

- Understand the challenges presented by a global economy with diverse customers and co-workers, and changing family structures.
- Approaches for solving internal crises, resolving tension among departments and dealing with difficult behaviors.
- Tools and skills for healing damage from destructive conflicts, rebuilding trust when trust is broken and easing stress on those involved.
- Skills to facilitate mutual-gains approach, and to help you deal more effectively with departmental and inter-organizational boundaries.

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## Required Courses (take all seven)

- Conflict Management in the Workplace
- Organizational and Group Dynamics
- Negotiation Tactics and Collaboration
- Mediation
- Strategies for Team Building
- Social and Cultural Diversity
- Cultural Sensitivity in Conflict Management

Today's organizations understand the need for skills in conflict management better than ever before. Estimates show that leaders spend about 21 percent of their time dealing with conflict. That is the equivalent of one day every week. In this changing economy, possible downsizing, crippling turf battles, disagreements over roles and responsibilities and competition for scarce resources are common sources of friction. Thus, conflict in the workplace is a prime time issue, and practical and strategic skills in solving disputes have become crucial. In the Conflict Management program, participants learn the different approaches and emerging trends in conflict management and develop skills to better achieve a lasting and fair solution to dispute in the workplace.

## The Curriculum

Whether working for a large corporation, a small start-up, a non-profit, a government agency, community, or in education- conflict is part of everyday life. Often the typical outcome of solving a dispute seems unfair or unresponsive to the groups and individuals most involved. The Conflict Management program offers an understanding of the diverse attitudes toward conflict in situations that are often highly political and emotionally charged. You will learn innovative ways of assessing conflicts, and determine which options and approaches are most appropriate in facilitating a solution. The certificate program is designed for dynamic professionals who strive to meet the challenges of a global economy and who understand the need for strategic and practical skills in conflict management for today's workplace.

Students must complete all seven courses, 70 hours (7.0 CEUs), for certificate of completion.

## Program Requirements

The first class, Conflict Management in the Workplace is the prerequisite for all other courses, except Cultural Sensitivity in Conflict Management, which requires Social and Cultural Diversity as a prerequisite. Students are responsible for taking the proper prerequisites for each course.

Students may take classes individually to enhance their personal goals or complete a full certificate. A certificate will be rewarded upon successful completion of all seven classes, totaling a minimum of 70 hours (7 CEUs). Certificate requirements must be completed within a two-year period. Applications for Certificate of Completion are due, along with a \$50 non-refundable fee and an unofficial transcript once all courses have been completed and grades have been posted. Please see [www.cel.sfsu.edu/project/](http://www.cel.sfsu.edu/project/) to download an application. Mail all completed applications/transcripts to SF State Downtown Campus, attention Dylan Romero.

## Courses

### **Conflict Management in the Workplace 1 CEU Lecture/demonstration CM 9001**

Students will begin with an examination of the nature of conflict, how conflict originates and evolves by identifying the signs and root causes of friction, anger and conflict in the work environment. This includes the context in which the conflict exists and how the context supports the existence of the conflict. We will explore issues of power, gender and culture, and through lecture and role playing students will learn practical and strategic skills to prevent escalation of conflict and diffuse disruptive behaviors.

### **Cultural Sensitivity in Conflict Management 1 CEU Lecture/demonstration CM 9007**

*Prerequisite: CM 9006, Social and Cultural Diversity.*

This course examines how to bridge differences for resolving conflicts based on sensitive cultural differences in a satisfying way. Students will explore different cultures, biases, and how to break down stereotypes. Students will learn how to respond to cultural differences without shame, blame, or stereotyping, and understand common fears and barriers to diversity. In addition, students will learn how to better prepare for dealing with difficult behaviors in a high pressure market place with increasing competition and a multicultural clientele. Students will examine case studies and through role-playing develop skills for creating a safe emotional climate and addressing corrective action.

### **Mediation 1 CEU Lecture/demonstration CM 9004**

This course focuses on methods to overcome the difficulty of engaging in productive dialogue when conflict arises. Building on understanding differences among parties, students are exposed to various models of mediation: facilitative, evaluative and transformative. Students learn how to intervene between conflicting parties to promote reconciliation, settlement, or compromise. Role plays are used to gain skills in conducting mediation sessions.

### **Negotiation Tactics and Collaboration 1 CEU Lecture/demonstration CM 9003**

Students learn of different types of conflicts, various approaches, and how to distinguish between one's own interests, issues and positions and those of the person on the other side of the conflict. They will evaluate issues that arise during conflict such as power imbalance, impasse, ethical dilemmas and high levels of anger. After a review of core negotiation theory and some practice in direct negotiation, students will learn to develop equitable and durable dispute settlements through the process of collaborative negotiation.

### **Organizational and Group Dynamics 1 CEU Lecture/demonstration CM 9002**

This course explores the world of people at work and group dynamics by looking at individuals, teams, and bureaucracy. Psychological dimensions such as motivation, attitudes, decision making and relationships of employees and managers are discussed. Students learn to identify characteristics of corporate culture versus non profit institutions such as government, education, community and entrepreneurial organizations. Topics on management of change and stress, politics, power, influence, communication, and personality types will be discussed as well.

### **Social and Cultural Diversity 1 CEU Lecture/demonstration CM 9006**

The purpose of this course is to seek to understand before seeking to be understood. Students study diversity as a paradigm that is potential-oriented and learn to use the self as an instrument. Understanding diversity begins by understanding our own "hot buttons" and discovering why we behave the way we do. Students examine their behavior in how they approach difficulties at work, how they interact when they hope to influence people and how they respond to changes in tasks and responsibilities. They research how other groups view professional status, fear of loss, gender bias, life style and ageism and through mini case studies they learn to break down stereotypes.

### **Strategies for Team Building 1 CEU Lecture/demonstration CM 9005**

This course examines major theories and approaches to building effective work teams and the roles that managers and team members play in helping teams be effective forces in the workplace. The focus is on understanding the subtleties of interpersonal communication including interaction patterns, word bias, values, nonverbal behavior, tone and personal perceptions in order to build skills in team development, team growth and team maintenance, and the role of leadership in self-managed teams. Students will explore the role and effectiveness of work teams in today's organizational culture and communication climate as well as emerging trends in group effectiveness.

## Faculty

**James Halligan** is a Lecturer at San Francisco State University and Chapman University in Concord, CA. He has taught Conflict Resolution Theory & Practice, Introduction to Communication, and PSY 645, Group Processes. He is co-author of three Conflict Resolution texts that are frequently cited as model texts in the field of Conflict Resolution Education.

**Dr. Lisa Hines** is an assistant professor in the School of Social Work at San Francisco State University. Dr. Hines has facilitated social work groups for 20 years. She has facilitated race relations dialogues, community speak out forums, and multicultural competency trainings. Her career goals include strengthening university and community collaborations. Her interests include multicultural communities and communities underserved by the US mental health and healthcare systems.

**Rita Lawrence**, M.B.A., has over 20 years experience building, turning around, and leading teams. She works with Silicon Valley style start-ups and consults to businesses about improving how financial specialists, IT and other back office talent, and sales staff can team effectively. Rita also works with non-profits, including schools, to address team issues, and is currently taking a leadership role tying 35 chapters of an organization into teams coordinated through an international office.

**Steve Nakajo** holds a Bachelor of Social Science and a Master of Social Work degree from SF State. Since 1979, he has been an instructor and lecturer in Asian Studies, sociology, social work, critical thinking and ethnic sensitivity training on the high school, and university undergraduate and graduate levels. He is the Executive Director and co-founder of Kimochi, Inc., a community-based, non-profit senior service organization. Since 1971, Kimochi has grown to provide nutrition, day care, housing and a variety of other programs and services for seniors throughout San Francisco and outlying communities.