

CONF 623
LABORATORY AND SIMULATION II:
COMMUNITY AND ORGANIZATIONAL CONFLICT

Semester: Spring 1996

Class Time: Wednesday 7:20-10:00 pm

Instructor: Profs. Wallace Warfield and Frank Blechman

COURSE DESCRIPTION

This is the second in a building block of courses designed to familiarize students with different levels of conflict and forms of intervention through participation in labs and simulations. Community conflict, and conflict that takes place within and between organizations that are a part of communities, is widespread in society. For the purpose of this course, we will concentrate on community level conflict where issues of social justice, distribution of resources, and tensions between dominant and subordinate interest groups and between subordinate interest groups are factors.

We note that conflict at the community level is complex, involving multiple actors playing multiple roles. As such, the course builds on skills learned in 613 and seeks to develop awareness of skills necessary for intervention in conflicts at the community level, among them:

- Conflict Assessment
- Facilitation
- Getting to the Table
- Intervention Design and Strategy
- Intervention Process Skills
- Communication Skills
- Understanding Parties' Positions, Interests, Values and the Role of Human Needs
- The Impact of Race, Ethnicity, Gender, and Other Distinctive Cultural Characteristics at this Level of Conflict
- The Role of Power
- Framing, Implementing and Sustaining Agreements

COURSE REQUIREMENTS

Evaluation for purposes of grading will be based on performance in three areas:

1. FULL AND ACTIVE PARTICIPATION IN CLASS DISCUSSION AND SIMULATIONS

Class participation (5%). Appropriate application of skills for intervention in this level of conflict, demonstrated to the instructional team (30%).

2. TEAM PRESENTATIONS ON READINGS

Four to five member student teams will make a presentation to the class on some aspect of the readings, class discussion, or other materials related to the course. Teams will be designated by the second class and it will be determined in advance what day their presentation will be made (30%).

3. FINAL PAPER

A paper no longer than 15-18 double-spaced pages in length that can be based on the observation of a protest demonstration or some ongoing conflict. Students choosing this option should:

- Describe and analyze the goals and grievances of the protesting group;
- Propose and justify a strategy for bringing the protesting party(ies) "to the table" for resolution;
- Discuss your personal reactions to the experience and the approaches used (and difficulties encountered) in conducting this research.

OR

A paper of the same length that details a joint problem solving approach to a community conflict or an organizations conflict that has impact on a definable community, that you have read about or are aware of, but will not be able to directly observe.

For either choice, a two-page proposal should be prepared, describing the approach you intend to take for the paper. For the participant observation option, include a description of the subject/demonstration (with date if possible) for your research, guidelines you intend to use for observation and sample questions for interviews. Which-ever option students choose, the paper should be adequately cited to readings, class discussion, and other sources. Please use a consist-ent style of citation (35%).

REQUIRED READINGS

Bush, R.A.B. and Folger, J., The Promise of Mediation, Jossey Bass, 1995.

Carpenter, Susan & W.D.J. Kennedy, Managing Public Disputes, Jossey-Bass, 1988.

Crowfoot, James E. & Julia M. Wondolleck (Eds.), Environmental Disputes: Community Involvement in Conflict Resolution, Island Press, 1990.

Fisher, R. and Ury, W., Getting to Yes, Penguin, 1981.

Susskind, Lawrence & Jeffrey Cruikshank, Breaking the Impasse, Basic Books, 1987.

READER

Coleman, J.S., Community Conflict, Free Press, 1957.

Etzioni, A., A Responsive Society, Chap. 4, Jossey-Bass, 1991.

Forester, John, "Envisioning the Politics of Public Sector Dispute Resolution," in Studies in Law, Politics, and Society, Vol. 12 (Part B), JAI Press, 1992.

Gadlin, Howard, Conflict Resolution, Cultural Differences, and the Culture of Racism.

Gaventa, John, Power and Powerlessness: Quiescence and Rebellion in an Appalachian Valley, U. of Illinois Press, 1980.

Hocker, J.L. and Wilmot, W.W., Interpersonal Conflict, William C. Brown, 1982.

ICAR, Resolving Public Disputes, 1995.

Laue, J. and Cormick, G., "The Ethics of Intervention in Community Disputes," in The Ethics of Social Intervention, Halsted Press, 1978.

Long, Norton, "The Local Community as an Ecology of Games," The American Journal of Sociology, University of Chicago Press, 1958.

Milner, Neal, Linda Colburn, "On-the-Spot Mediation in a Public Housing Project" in When Talk Works, Jossey-Bass, 1994.

Nudler, Oscar, "In Search of a Theory for Conflict Resolution: Taking a New Look at World Views Analysis," ICAR Newsletter, Vol. 5, No. 5, Summer 1993.

Salem, Richard, A., "Community Dispute Resolution Through Outside Intervention," Peace and Change, Vol. 8, 1982.

Singer, Linda, R., Settling Disputes, Chap. 7, Westview Press, 1990.

New York Times and Washington Post articles.

SUPPLEMENTAL (Library)

Brown, B., "Public Organizations and Policies in Conflict: Notes on Theory and Practice," in Conflict Resolution Theory and Practice, Manchester University Press, 1993.

Schein, Edgar, Organizational Culture and Leadership, Jossey-Bass, 1985, Chaps. 1-3, 6, and 10.

Warfield, W., "Public Policy Conflict Resolution: The Nexus Between Theory and Practice," in Conflict Resolution Theory and Practice, Manchester, 1993.

COURSE SYLLABUS

WEEK 1: Course Introduction

- Purpose of the course, outline of activities, discussion of grading options
- Explanation of readings and team presentations
- Review of 613 skills and concepts and their relation to 623
- Defining community/organizations conflict

WEEK 2: The Joint Problem Solving Process
(Selection of Presentation Teams and Topics)

- Process design
- Facilitation
- Decision-making discussion
- Simulation

READ: Carpenter and Kennedy, Chaps. 2-4; Rev. Moore, The Mediation Process, Chap. 1 (with emphasis on pp. 8-12), and Chap. 2 (with emphasis on pp. 24-43, Chap. 4; Rev. Fisher and Ury, Getting to Yes; Bush and Folger, Chaps. 1-3; ICAR Manual, pp. 1-50.

WEEK 3: Analyzing Community Conflict

- Video: "L.A. is Burning," and discussion
- Causes of community conflict
- Roles in community conflict
- Origins, responses, processes and outcomes
- Power
- Distributive justice

READ: Bush and Folger, Chap. 2 (pp. 45-53); Etzioni; Gadlin; Gaventa; Susskind and Cruikshank, Chaps. 1-2; ICAR Manual, pp. 51-94.

SATURDAY: All Day Simulation

- Assessment
- Getting to the table
- Process management
- Process design
- Constituency negotiations

- Getting and governing agreements
- Practicing decision-making skills

WEEK 4: Cultural Issues in Community Conflict
(Presentation Teams to Set Dates)

- Community conflict exercise
- Discussion
- BHN theory

READ: Hocker and Wilmot; Milner; Nudler; Warfield.

WEEK 5: Ethical Issues in Community Conflict

- Exercise and discussion
- Team presentation and discussion

READ: Bush and Folger, Chaps. 5-6; Forester; Laue and Cormick; Rev. SPIDR Ethical Issues.

WEEK 6: Community Conflict

- Jon Chace, CRS, Dept. of Justice: Analyzing and Responding to Community Conflict, exercise and discussion
- Submission of final paper abstracts

READ: Bush and Folger, Chap. 4; Salem; Coleman.

WEEK 7: Community Conflict - The Role of Public and Private Institutions

- Two page proposal due
- Dispute system design
- Team presentation and discussion

READ: Susskind and Cruikshank; Washington Post and New York Times articles (TBD).

WEEK 8: Community Conflict - Organizational Roles in Community Conflict

- Ways of looking at organizations
- Kinds of organizations involved in community conflict
- Organizational roles
- Organizational decision making
- Midterm Evaluation
- Team presentation and discussion

READ: Singer, Chap. 7; Crowfoot and Wondolleck, Chap. 1, Case Studies 1 & 2.

SATURDAY: All Day Simulation

- Forming parties and developing strategies

WEEK 9: Organizational Roles in Community (Conflict Simulation Cont.)

- Analyzing organizational roles in community conflict
- Organizational culture
- Team presentation and discussion

READ: Crowfoot and Wondolleck, Case Studies; Long; Warfield.

WEEK 10: Community Conflict Exercise: Negotiation

- Team presentation

READ: Bush and Folger, Chaps. 7, 8 and 10; Crowfoot & Wondolleck, Case Study 5.

WEEK 11: Organizational Conflict Exercise I: Intervention Design

- Team presentation

READ: Bush and Folger, Chap. 9; Rev. Carpenter and Kennedy (esp. Chap. 9)

WEEK 12: Organizational Conflict Exercise II: Outside Third Party Roles

- Team presentation

READ: Rev. Moore.

WEEK 13: Implementation, Governance and Evaluation of Community Conflict Resolution Agreements

READ: Managing Public Disputes, pp. 149-154; Mediation Research, pp. 41-52; Crowfoot and Wondolleck, Chap. 5.

WEEK 14: Final Team Presentations and Closure

- Discussion

May 8th Final Papers Due