

Eastern Illinois University
New Course Proposal
MGT 4860, Managing Conflict, Power & Politics in Organizations

Banner/Catalog Information (Coversheet)

1. ☒ **New Course** or ☐ **Revision of Existing Course**
2. **Course prefix and number:** MGT 4860
3. **Short title:** Conflict, Power & Politics
4. **Long title:** Managing Conflict, Power & Politics in Organizations
5. **Hours per week:** 3 Class 0 Lab 3 Credit
6. **Terms:** ☐ Fall ☐ Spring ☐ Summer ☒ On demand
7. **Initial term:** ☐ Fall ☒ Spring ☐ Summer Year: 2016
8. **Catalog course description:** A study of the sources and management of conflict in organizations; sources, bases, and uses of power in organizations; and contributing factors, common types, and practical management of organizational politics.
9. **Course attributes:**

General education component: None

☐ Cultural diversity ☐ Honors ☐ Writing centered ☐ Writing intensive ☐ Writing active
10. **Instructional delivery**
Type of Course:

☒ Lecture ☐ Lab ☐ Lecture/lab combined ☐ Independent study/research
☐ Internship ☐ Performance ☐ Practicum/clinical ☐ Other, specify: _____
Mode(s) of Delivery:

☒ Face to Face ☐ Online ☐ Study Abroad
☐ Hybrid, specify approximate amount of on-line and face-to-face instruction _____
11. Course(s) to be deleted from the catalog once this course is approved. None
12. **Equivalent course(s):** None
 - a. Are students allowed to take equivalent course(s) for credit? ☐ Yes ☒ No
13. **Prerequisite(s):** MGT 4310
 - a. Can prerequisite be taken concurrently? ☒ Yes ☐ No
 - b. Minimum grade required for the prerequisite course(s)? C
 - c. Use Banner coding to enforce prerequisite course(s)? ☒ Yes ☐ No

d. Who may waive prerequisite(s)?

☐ No one ☐ Chair ☐ Instructor ☐ Advisor ☒ Other (specify) Associate Chair

14. Co-requisite(s): None

15. Enrollment restrictions

a. Degrees, colleges, majors, levels, classes which may take the course: Students admitted to the School of Business or to a minor offered by the School of Business

b. Degrees, colleges, majors, levels, classes which may not take the course: None

16. Repeat status: ☒ May not be repeated ☐ May be repeated once with credit

17. Enter the limit, if any, on hours which may be applied to a major or minor: 3

18. Grading methods: ☒ Standard ☐ CR/NC ☐ Audit ☐ ABC/NC

19. Special grading provisions:

☐ Grade for course will not count in a student's grade point average.

☐ Grade for course will not count in hours toward graduation.

☐ Grade for course will be removed from GPA if student already has credit for or is registered in:

☐ Credit hours for course will be removed from student's hours toward graduation if student already has credit for or is registered in: _____

20. Additional costs to students:

Supplemental Materials or Software None

Course Fee ☒ No ☐ Yes, Explain if yes _____

21. Community college transfer:

☐ A community college course may be judged equivalent.

☒ A community college may not be judged equivalent.

Note: Upper division credit (3000+) will not be granted for a community college course, even if the content is judged to be equivalent.

Rationale, Justifications, and Assurances (Part I)

1. ☐ Course is required for the major(s) of _____
☐ Course is required for the minor(s) of _____
☐ Course is required for the certificate program(s) of _____
☒ Course is used as an elective for MGT majors and minors, and the MBA program
2. **Rationale for proposal:** The purpose of this course is to deepen the people-management skills of Management majors and minors. The development of this course supports the focus of the major/minor on managerial and people skills. Feedback from the School of Business Advisory Board for the EIU School of Business in the fall of 2014 indicated that stronger “soft skills,” dealing with criticism and negative outcomes, and knowing how to work in “real” offices should be priorities for Management majors/minors.

3. Justifications for (answer N/A if not applicable)

Similarity to other courses: There is minimal coverage of these topics in BUS 3010 and more coverage in MGT 4310.

Prerequisites: The purpose of this course is to build on the foundation that is built in MGT 4310, explore these topics in much more detail, and give MGT majors the depth and application of this subject matter appropriate in the development of effective people management skills.

Co-requisites: N/A

Enrollment restrictions: N/A

Writing active, intensive, centered: N/A

4. General education assurances (answer N/A if not applicable)

General education component: Not a general education course

Curriculum: N/A

Instruction: N/A

Assessment: N/A

5. Online/Hybrid delivery justification & assurances (answer N/A if not applicable)

Online or hybrid delivery justification: N/A

Instruction: N/A

Integrity: N/A

Interaction: N/A

Model Syllabus (Part II)

Please include the following information:

1. Course number and title: MGT 4860 Conflict, Power & Politics
2. Catalog description: A study of the sources and management of conflict in organizations; sources, bases, and uses of power in organizations; and contributing factors, common types, and practical management of organizational politics.
3. Learning objectives: After successful completion of this course, students will be able to:
 1. Understand the role of power in organizations and interpersonal relationships. (CT-3; MBA-3.2; GGL-1; GGL-2)
 2. Analyze and attribute sources, types, and bases of personal and organizational power. (CT-4; MBA-3.3; GGL-1; GGL-2)
 3. Differentiate between different causes and roots of conflict. (CT-3; MBA-1.2; GGL-1; GGL-2)
 4. Utilize collaborative and other conflict management techniques. (SL-7; MBA-2.2; GGL-2)
 5. Evaluate the use and implications of common political tactics. (CT-5; MBA-3.1; GGL-2)
 6. Develop appropriate responses to the political actions of superiors, peers, and subordinates. (RC-2; MBA-4.2; GGL-1; GGL-2)
 7. Create advanced and effectively written research related to the field (GGL3; GGL 4).
4. Course materials:

Coleman, Peter T., Deutsch, Morton, and Marcus, Eric C (eds.). (2014). *The Handbook of Conflict Resolution: Theory and Practice, 3rd ed.* Jossey-Bass. ISBN-13 978-1118526866.

Fairholm, Gilbert W. (2009). *Organizational Power Politics: Tactics in Organizational Leadership, 2nd ed.* Praeger. ISBN-13 978-0313379765.

Buchanan, David and Badham, Richard. (2008). *Power, Politics, and Organizational Change: Winning the Turf Game, 2nd ed.* SAGE Publications. ISBN-13 978-1412928342.
5. Weekly outline of content.

Weeks	Topic	Coverage Time (in class hours)
1	Power - Defining Power, Influence, & Dependence	2.5 hours of class time
2	Power - Forms and Bases of Power	2.5 hours of class time
3	Power – Theories of Power	2.5 hours of class time
4	Power – Individual and Organizational Use of Power	2.5 hours of class time
5	Conflict – Sources & Contributing Factors to Conflict	2.5 hours of class time
6	Conflict – Trust & Mistrust in Conflict	2.5 hours of class time
7	Conflict – Communication and Language in Conflict	2.5 hours of class time
8	Conflict – Justice, Equity, & Ethics of Conflict	2.5 hours of class time
9	Conflict – Negotiation & Conflict Resolution Techniques	2.5 hours of class time
10	Conflict – Mediation & Reconciliation	2.5 hours of class time
11	Politics – Contributing Factors to Political Behaviors	2.5 hours of class time
12	Politics – Common Political Tactics	2.5 hours of class time
13	Politics – Developing Personal Political Skills	2.5 hours of class time
14-15	Oral presentations, quizzes	5 hours of class time
16	Final Exam	2 hours of class time
	Total	39.5

6. Assignments and evaluation, including weights for final course grade.

The assignments may vary by instructor, but is generally considered as follows:

	<u>UG</u>	<u>Graduate</u>
Quizzes & Homework	200	100
Exam 1	200	200
Exam 2	200	200
Reflection Paper (UG) Research Paper (Graduate)	200	300
Final Exam	200	200
Total	1000	1000

For Undergraduate Students:

- Quizzes on reading assignments in texts, academic journals, business periodicals.
- Homework assignments include research into current cases, academic journals, and business press.
- The reflection paper includes a significant review and research component. Each paper/presentation will be on a different course-related topic or industry. The papers will be graded on both content and style/expression, and must be fairly characterized as substantial current research with appropriate number and quality of references.

For Graduate Students:

In addition to the requirements for undergraduate students listed above,

- Advanced journal readings are assigned for MBA students as part of their assigned reading and included on quizzes that will be unique to Graduate Students to address these advanced readings.
- Exams include additional exam questions for graduate students (e.g., essay questions) requiring graduate students to display greater depth of understanding, analysis and application.
- The Research Paper for Graduate students will require a double-spaced, approximately 12-20 page paper plus graphs, tables, figures, references, and title page that requires integration of academic journal articles as references.

7. Grading scale.

A 900+, B 800-899, C 700-799, D 600-699, F < 600

8. Correlation of learning objectives to assignments and evaluation.

Objective	Quizzes & Homework	Exams	Paper(s)
1.	X	X	X
2.	X	X	X
3.	X	X	X
4.	X		X
5.	X	X	X
6.	X		X
7.			X

Date approved by the department or school: 12/3/14

Date approved by the college curriculum committee: 1/21/15

Date approved by the Honors Council (if this is an honors course):

Date approved by CAA: CGS: