

Syllabus

Conflict Management

(3 ECTS)

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1. Course Description

a) Pre-requisites

This course is adaptational one and it does not have specific pre-requisites, apart from basic academic skills, such as ability to conduct independent research, collecting and presenting data on the research topic, making presentations, participating in group work and class discussions.

b) Abstract

This is a bridging course for the specializations 'Public Policy Analysis' and 'Human Rights and Democratic Governance', offered in the first year of Master

Program 'Political Analysis and Public Policy'. It is aimed at covering all types of social conflicts - from interpersonal to international - through understanding basic structural elements of conflict: its causes, its substance and main parties involved and other participants. The course explores conflict dynamics, its stages and changing behavior of its parties, based on their needs, interests and goals.

The course also introduces main certain ways of conflict interventions and present techniques of conflict mitigation and possible resolution, including such forms as organizing direct negotiations, mediation and facilitation, which contribute to conflict management and can lead to eventual transformation.

2. Learning Objectives

- to acquaint students with main ideas and tools of conflict analysis
- to introduce major approaches to conflict management
- to provide understanding of conflict structure, including its sources, substance and participants
- to discuss various types of conflict interventions and their outcomes
- to present techniques of conflict mitigation and resolution

3. Learning Outcomes

Upon the completion of the course the students should

Know

- main concepts and frameworks of conflict analysis
- the 'spiral' of unmanaged conflict
- the theory of protracted social conflict

Understand

- conflict dynamics and stages of conflict escalation and de-escalation
- possible roles and interests of the 'third parties' and their interests
- connection between perceptions of the parties and their behaviors

Be able to

- apply different tools of conflict analysis
- identify main parties to the conflict and their capacities
- analyse characteristics of the parties, including their needs, interests and positions

Get skills for

- writing short and clear Reflection Papers on the provided literature
- improve skills for interpersonal communication in multi-cultural environment
- intense group work on joint analysis of practical conflict case
- working group management with division of roles and decision-making
- effective public speech and public presentations, both in groups and individually

4. Course Plan

Topic 1. Self-presentation; an overview of the course. Introduction to conflict analysis. Conflict: Sources, Substance and Participants. Parties in conflict; Conflict Map. Introduction to self-presentation techniques, to basic concepts and definitions in conflict analysis discourse.

Topic 2. Conflict Triangle: attitudes, behaviors, contradictions. Evaluation of Parties: needs, values, interests. Introduction into various theories and approaches to the conceptualization of parties of the conflict and their stands. Conflict Dynamics, Stages of Conflict.

Topic 3. Ways of behavior in a conflict: escaping, yielding, contending, aggression, compromise, cooperation. Evaluation of various types of behavior that different actors and parties of conflict demonstrate on different stages of the conflict development.

Topic 4. What is conflict intervention. Skills, Needed for Effective Conflict Resolution. Spiral Model of the Unmanaged Conflict.

Topic 5. Conflict Timeline, Conflict Environment. Political, Social and Psychological aspects. Emotions in conflict. Emotions and Behavior in a Conflict. Connections between actors and environment, functions of actors and their influence on the flow of conflict.

Topic 6. Dealing with conflict: management, resolution and transformation strategies. Introduction to approaches of conflict resolution. Discussion of the difference between various techniques, as well as conceptual comparison of conflict management, conflict resolution and conflict transformation.

Topic 7. Personal conflicts, group conflicts, labor conflicts, social and political conflicts This class concentrates on various types of conflicts, regarding their Substance and main Parties, namely, group, labor, social and political, including environmental, inter-ethnic and inter-religious conflicts; differences and similarities between them.

Topic 8. Conflict ‘social field’ and ‘social forces’; ‘Third Parties’ in a conflict and their interests. Ways of behavior of the Third Parties: enforcement, coercion, ‘mediation with muscle’, pure mediation, problem solving.

Topic 9. Major types of conflict resolution: consensual and adjudicatory. Consensual: Negotiation and Mediation, Adjudicatory: Arbitration and Litigation. Various schemes of conflict management techniques, weak and strong sides of each technique, examples of their implementation.

5. Reading List

Required

- Ramsbotham, O; Woodhouse, T. and Miall, H. (2011). Introduction. In: Contemporary Conflict Resolution. Cambridge: Polity. Available at: https://www.academia.edu/2272327/Contemporary_conflict_resolution
- Miall, Hugh; Woodhouse, Toln & Ramsbotham O. (2011). ‘Ending Violent Conflict: Peacemaking’, in O. Ramsbotham, T. Woodhouse, and H. Miall, Contemporary Conflict Resolution, 3rd ed. (2011), Ch. 7 (pp. 171-197). Cambridge: Polity
- Oliver Ramsbotham (2005). The analysis of protracted social conflict: a tribute to Edward Azar. *Review of International Studies*. Vol. 31 (01): 109-126. DOI: <https://doi.org/10.1017/S0260210505006327> Available at HSE Library

Optional

- Michael D. English and Derek Sweetman (2017). Critical Conflict Resolution, Systemic Consciousness and Systemic Contractions. *Journal of Mediation and Applied Conflict Analysis*. Vol. 4 (1). Available at HSE Library
- Dawn Walsh (2018). Territorial Self-Government as a Conflict Management Tool. Palgrave Macmillan. Available at: <https://doi.org/10.1007/978-3-319-77234-9>
- Stephan Proksch (2016). Conflict Management. Springer International Publishing, Switzerland. DOI 10.1007/978-3-319-31885-1 Available at HSE Library
- Keith W. Hipel; Liping Fang Johannes Cullmann; Michele Bristow (Eds) (2015). Conflict Resolution in Water Resources and Environmental Management. Springer International Publishing, Switzerland. DOI 10.1007/978-3-319-14215-9 Available at HSE Library

6. Grading System

The grading for this course is performed on the 10-scaled system.

The final grade consists of: 60% cumulative + 40% exam

The final grade formula:

$$Q_{final} = 0.6 * Q_{cumulative} + 0.4 * Q_{exam}$$

The cumulative grade consists of:

- 30% - 3 reflection papers (average of 3 grades)
- 20% - 1 group presentation in class
- 30% - 1 group presentation at home

- 20% - class participation

The cumulative grade formula:

$$Q_{cumulative} = 0.3 * ((Q_{rp1} + Q_{rp2} + Q_{rp3})/3) + 0.2 * Q_{grp1} + 0.3 * Q_{grp2} + 0.2 * Q_{part}$$

Only the final grade is rounded and goes into the Diploma

Reflection papers are reflective works based on provided readings, which incorporate one-two theoretical concepts that students find most relevant with supporting argumentation. This type of work should also include suitable example, illustrating theories and ideas described. The paper should be 2-3 pages long.

Class presentation is a type of group work in the process of which students work on analysis of a conflict from reflection papers that is not common or has certain unique features. The author of the paper guides the group through factual and descriptive information, working together with other members on presenting theory and its illustration as a structured and wholesome analysis of a conflict.

Homework presentation is a group presentation prepared at home that is the next step in learning conflict analysis. As there is more time for thorough teamwork, students are expected to present an analysis of a conflict from several perspectives, both theoretical and practical. This type of work is more independent as there is more space for students to organize both their work on the presentation and organizational structure of the group itself.

The written works are graded taking into account not only their contents, but also coherence and logical structure. The description of the theoretical approach or idea as well as the argumentation supporting this choice should be clear and consistent. The theory should be illustrated by a case-study or example with further explanations on its relevance to this particular theoretical framework. The written works are graded on comparative basis and are not reviewed until all students have submitted their writings.

The presentations should demonstrate the knowledge of theoretical and normative literature, along with ability to analyze materials, summarize and compare sources and facts, viewing and presenting them in country-specific or international context.

7. Examination Type

The exam in conflict management is a group presentation. Randomly formed groups work on a topic, putting to practice all the knowledge and skills gained during the semester. They are expected to present their findings in the class and actively engage in the follow-up discussion with fellow students and professors. Students are recommended to take into consideration all the theories studies and choose the most suitable ones for their particular conflict.

8. Methods of Instruction

The course is taught through combination of different types of teaching methods: lectures, seminars, class discussions, group work and collective presentations, that will be opened to questions and comments. The course is highly interactive, students will be invited to discuss different conflict cases, using their prior knowledge and experience, many cases for in-depth analysis are based on student's suggestions. Important form of feed-back on provided literature and class materials are several Reflection Papers, that shows individual work of each student. On the other hand, great importance is given to the group work, which have to be self-organized, which provides for interpersonal and organizational skills

9. Special Equipment and Software Support (if required)

Classrooms for lectures on this course requires the use of demonstration equipment

- PC with Internet access (operating system, office software, antivirus software)
- Multimedia projector with remote control for Power Point presentations