

**School of Continuing Studies
York University**

Certificate in Dispute Resolution

Course:

Conflict Management in the Workplace

Type:

Elective

Pre-Requisite:

None

Description

This elective introduces students to the various forms of workplace conflict management in both unionized and non-unionized work environments. The elective will focus primarily upon mediation but will also explore other forms of dispute resolution, like: facilitation in collective bargaining, union- management relationship building, conflict coaching and workplace conflict management systems analysis and design. Students will be introduced to “workplace cultures” and will be provided with an appreciation for the meaning of “client” in the workplace context.

Course Objectives

In this course participants will:

- gain an understanding of the laws that effect the workplace
- be introduced to various forms of conflict management in the workplace
- be introduced to systems analysis and design concepts
- continue to build on their negotiation skills in the workplace context
- continue to build on their mediation skills in the workplace context
- be provided with advice for career development in the workplace context

Required Course Texts/Readings

Additional readings may be assigned or recommended during the course.

The following texts are available at the bookstore and are required reading for the course:

1. Donais, Blaine (2006) *Workplaces that Work: A Guide to Conflict Management in Union and Non-Union Work Environments* (Aurora: Carswell 2006).
2. Donais, Blaine (2014) *The Art and Science of Workplace Mediation* (Aurora: Carswell, 2014)
3. Donais, Blaine (2010), WFI White Paper on Workplace Conflict Management in Canada (Toronto: WFI Press, 2010) (recommended)
4. *Engaging Unionized Employees: Employee Morale and Productivity* (Aurora: Carswell, 2010) (recommended)

The Bookstore can be reached at 416-736-5024 ext. 40747 or at www.bookstore.yorku.ca.

Sample Course Outline	
Class	Topics, Texts & Videos
One	<ul style="list-style-type: none">• Introduction and Overview of the Elective• Introduction to Workplace Culture• Fundamental concepts of the matrix of laws that have an impact on workplace issues and employment standards• Read Chapters 1-4 of <i>The Art and Science of Workplace Mediation</i>
Two	Common Law of Employment Lecture

Three	<ul style="list-style-type: none"> • Workplace Conflict Management Systems Analysis <ul style="list-style-type: none"> - determine your workplace system • Read Chapters 1, 2 and 7 of <i>Workplaces That Work</i> in preparation for this class • Read <i>WFI White Paper</i> Chapters 1 – 4 (recommended)
Four	<ul style="list-style-type: none"> • Role-play - “Martin of Nuketomia” – a wrongful dismissal role-play • Demonstration • Role-play - “Gordon” roleplay
Five	<ul style="list-style-type: none"> • Introductory Lecture to Human Rights Legislation • Introductory Lecture to Workplace Safety and Insurance
Six	<ul style="list-style-type: none"> • Role-play – “Fear and Loathing in Atomia” • Role play – “The Paint Line”
Seven	<ul style="list-style-type: none"> • Introductory Lecture on Labour Relations and Collective Agreement Negotiation • Read Chapter 6 of <i>Workplaces That Work</i> • Read Chapter 9 of <i>The Art and Science of Workplace Mediation</i> • Read <i>Engaging Unionized Employees</i> Chapters 1-3 (recommended)
Eight	<ul style="list-style-type: none"> • Role-Play: Heavenly Valley Collective Agreement Negotiation
Nine	<ul style="list-style-type: none"> • Assessment – New System Design • Read Chapters 4, 5 and pages 245-251 of <i>Workplaces That Work</i> • Read Chapters 6 & 7 of <i>The Art and Science of Workplace Mediation</i> • Read Chapters 5 -9 <i>WFI White Paper</i> (recommended)
Ten	<ul style="list-style-type: none"> • Presentations on Subject Workplace System Design (Final Assignment) • Careers in workplace conflict management – lecture

Evaluation

30%: Final Assignment (see below)

70%: Participation: student's demonstration of the understanding and application of materials and lectures, as displayed throughout the course and the coaching sessions (see description below).

On the last class, students are required to provide an in-class presentation of an evaluation of a workplace dispute resolution system – preferably one that they are familiar with, such as their current workplace. There will be a requirement to submit a two page written assignment summarizing the presentation. The assignment is due with the presentation. Students will be evaluated on the basis of their presentation and participation.

Coaching Sessions

In the workplace elective, students will demonstrate a basic understanding of the matrix of laws that govern the workplace in Ontario, and the many alternatives by which workplace disputes are resolved. These include adjudicated resolution through: administrative tribunals such as the Ontario Human Rights Commission, the Ontario Workplace Safety and Insurance Board, and the Ontario Labor Relations Board, the Courts, and labor relations arbitration.

Regardless of the adjudicative options, students demonstrate understanding of the potential value of mediated solutions, both mandatory and voluntary. Through the coaching sessions, which are based upon the lectures and set against a variety of statutes, students will demonstrate basic mediation skills performed "in the shadow of these laws". They will:

- convene and physically arrange mediation,
- introduce and explain the mediation process,
- govern the mediation process through its stages,
- conduct both joint and private caucus sessions with disputing parties,
- demonstrate neutrality and fair-mindedness,
- facilitate generation of interest-based options for resolution,
- complete resolution through to agreement, and
- ensure appropriate closure of process and execution of written agreements.

Grading, Assignment Submission and Missed Tests

Grading for Certificate Programs

Students registered in Certificate Programs will be evaluated using the following categories of achievement:

Grade	%	Description
A+	90 - 100%	Thorough knowledge of concepts and/or techniques and exceptional skill or great originality in the use of those concepts, techniques in satisfying the requirements of an assignment or course.
A	80 - 89%	
B+	75 - 79%	Thorough knowledge of concepts and/or techniques with a fairly high degree of skill in the use of those concepts, techniques in satisfying the requirements of an assignment or course.
B	70 - 74%	
C+	65 - 69%	Good level of knowledge of concepts and/or techniques together with considerable skill in using them to satisfy the requirements of an assignment or course.
C	60 - 64%	
D+	55 - 59%	
D	50 - 54%	
F	Below 50%	Insufficient knowledge of concepts and/or techniques needed to satisfy the requirements of an assignment or course.
PASS		Pass is awarded as a grade only to Courses that have an experiential component. A student that has received a Pass has met the requirements of the Course.
FAIL		Fail is awarded as a grade only to Courses that have an experiential component. A student that has received a Fail has not met the requirements of the Course.
EXEMPT		Exempt is awarded to those that have completed a comparable Course elsewhere and have met all of the SCS requirements for completion of that Course.
DNA		Did Not Attend - The student did not attend, did not withdraw, and did not submit course work.
DNC		Did Not Complete - The student did not complete the course.

Assignment Submission (if applicable): Proper academic performance depends on students doing their work not only well, but on time. Accordingly, assignments for this course must be received on the due date specified for the assignment. Assignments are to be handed in as per the instructions provided to you by the

instructor of this course. *Students are required to keep a copy of all assignments and examinations submitted to the instructors and coaches.*

Examinations and other assignments must be completed at the times and dates identified in the Course Outline. There will be penalties for failing to complete exams and assignments on-time.

If you are unlikely to complete an assignment on time either for medical, personal or work related reasons, please discuss directly with the Course Instructor, who has marking responsibility for that specific assignment, as soon as possible, and before the noted deadline.

Assignments and examinations once submitted become the property of York University. You can make an appointment with the SCS Office to review your assignments or examinations. Copies of these papers are available for a fee of \$15.00.

Missed Tests: Students with a documented reason for missing a test, such as illness, compassionate grounds, etc., which is confirmed by supporting documentation (e.g., doctor's letter) may request accommodation from the Course Instructor. The Course Instructor will notify the School of Continuing Studies regarding the missed test. The School of Continuing Studies will arrange a second sitting of the test. The second sitting of the test will only be scheduled once.

Attendance: In order to be eligible to receive the Certificate, **full attendance and full participation are required.** In the event that you are unable to attend a class, contact the SCS Office directly by phone at 416.736.5616 or by email at continue@yorku.ca and also inform your instructor. Please see the student information letter for a more detailed policy regarding attendance.

Course Evaluations: Course evaluation forms will be distributed at the end of the course. The evaluation forms will provide you with the opportunity to give us specific quantitative and qualitative feedback on the instructor and the course content. In addition to this written feedback, we also welcome verbal feedback. If you have particular comments, concerns or suggestions on the Program, please feel free to contact the SCS Office directly at 416.736.5616.

IMPORTANT COURSE INFORMATION FOR STUDENTS

All students are expected to familiarize themselves with the following information, available on the Senate Committee on Curriculum & Academic Standards webpage (see Reports, Initiatives, Documents) -

http://www.yorku.ca/secretariat/senate_cte_main_pages/ccas.htm

- York's Academic Honesty Policy and Procedures/Academic Integrity Website
- Ethics Review Process for research involving human participants
- Course requirement accommodation for students with disabilities, including physical, medical, systemic, learning and psychiatric disabilities
- Student Conduct Standards
- Religious Observance Accommodation

University Closures/Class Cancellations: (416.736.5600 OR www.yorku.ca)

While this is rare, weather and/or other emergencies do occur that require us to suspend our operations. While every effort will be made to contact students, this is not always possible. If you are unsure of whether the Course is running, please call the University's weather/emergency information line at: 416.736.5600. Weather rule: If the University is OPEN then classes will be running. If the University is CLOSED, then classes will not be running. Any missed classes will be rescheduled in consultation with the students.