

**CONF 620/820**

**Fall 2015**

**Reflective Practice in Conflict Analysis and Resolution:  
Interpersonal and Multiparty Conflicts**

Tuesdays and Thursdays, 1:30-4:10 pm

Arlington Founder's Hall Room 465

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**Course Overview and Description**

Conf. 620/820 is a skill-building course integrating conflict theory and practice using reflective practitioner approaches. You will learn necessary skills for third-party intervention and consider the role of everyday peacebuilding for CAR practice. These skills include active listening, empathy, paraphrasing, reframing, problem solving and transformational processes that address issues of social justice. Cases for practice focus on interpersonal, intra- and inter-group conflicts and are embedded in practices of negotiation, facilitation, mediation, dialogue, community organizing and intervention of various kinds.

Conflict is an inescapable part of our lives—in our personal relationships, at work, in community and in society. Sometimes it is a process in which we struggle over scarce resources, sometimes over misunderstandings or differences in perceptions, and sometimes because of the positions we find ourselves in through narratives or stories that we have created or been victim of others' creations. To make it even more complex, conflict is always embedded in culture, history, identity and values systems.

Reflective practice is the process interveners engage that consists of exploring a pattern of action, making adjustments during the action, or thinking about past action. In an elemental sense, most of us perform some form of reflective practice virtually every day. To the extent that reflective practice incorporates theory and experience, even the most mundane of activities engages aspects of experiential learning and nascent theory.

Conflict resolution is a process that often involves emotional intensity and relational complexity. These are factors in many dyadic disputes, but are significantly present in deep-rooted, protracted multiparty conflicts. Because of this, it is critical that as practitioners we become

skilled at integrating theory and experiential learning into practice at three stages of an intervention: 1) in analyzing or assessing the conflict in preparation for intervention; 2) during the intervention itself; and 3) in post intervention reflection. In this way, reflective practice is a form of "meaning making"—attempting to make sense of phenomena occurring around us through an interdependence of conflict theory, real experience and practice. It may also be a process of altering meaning-making systems designed toward transformation of the relationships for the parties in conflict.

Through discussion, laboratory and simulation work, and exploring various conflict resolution techniques and practices, you will have the opportunity to engage aspects of reflective practice as noted above. The objective is to build an understanding of and develop personalized skills in reflective practice that can be utilized in a variety of conflict settings.

If you are successful in this class you will have increased facility in your own efforts of reflective practice and increased your ability to articulate your reflective practice within a community of conflict resolution practitioners. You will have learned theories and techniques for assessing conflicts, be able to make informed summaries of conflict intervention options, and will have a set of skills and techniques to enable parties in conflict conduct constructive conversations and move conflicts toward resolution.

While you will learn and practice several conflict resolution process models and roles, the goal is not to be fully trained as mediators, facilitators, and the like, although this course will be an excellent introduction should you decide to pursue further training or credentialing in such areas. Rather, by the end of the semester you should be more comfortable with reflective practice, and with the process of continuing improvements of your abilities to work with conflict in various roles, processes and contexts. You should have increased awareness of navigating inequality and difference, appreciate structural violence and the need for multi-level approaches, understand conflict escalation patterns and prevention measures

The course can be seen as engaging three core areas:

1. Conflict resolution practices (particularly multi-party negotiations, mediations, facilitations and dialogues)
2. Essential reflective practices (reflective engagement with conflict resolution practices)
3. Co-constructing (collaboratively) your own theories of reflective practice (co-creating, catalyzing, and supporting CAR reflective practice)

### **Course Requirements**

Along with class attendance (required), you are expected to participate fully in all exercises and complete all required readings in preparation for each class discussion. Throughout the course there will be various learning experiences. Mediums will include videos, guest speakers, impromptu vignettes, lectures, simulations and role-plays, journaling, structured observation, in- and outside-class activities, web-based searches and discussions. Specifically, you will be graded on the following four course requirements:

- A. Class Discussion and Exercises (simulations, role-plays, in- and outside-class assignments, readings, debriefs, etc.): 30%**

Over the (shortened) semester, you will engage in brief exercises and discussions to assess the application of reflective practice at various points of a conflict cycle and with different methodologies. During simulations you will assume various roles—parties in conflict or violence, interveners and observers—designed to give you practices opportunities to assess your own reflective practice skills. Assessment will be based on such factors as preparedness, risk-taking, and evidence of integrating readings with assigned roles.

**B. Reflective Practice Log (10%)**

Bi-weekly you will keep a *reflective practice log* recording reflections on class assignments, readings, discussions and exercises. The log is meant to help you develop your own skills as reflective practitioners as you learn conflict resolution practices. The log will culminate in a research paper integrating readings, class exercise, feedback and your reflections on these. A short log summary (3-5 pp.; 10%) is due on **September 24** (week 4, Thursday).

**C. Final Reflective Paper (30%)**

The final paper (10-15 pages) provides an opportunity for you to elucidate your thoughts on the key opportunities, challenges, needs, dilemmas and conundrums for the CAR field when it comes to reflective practice and to bring those ideas into dynamic conversation with existing literature. Your paper should include sections that highlight key ideas emerging from your journal reflections, in-class activities and readings, insights from personal experiences and a section on an explanation of your emerging theory of reflective practice. The paper is due the last class, week 7, Thursday, **October 15**.

**D. Group Reflective Practice Theory Presentation: 30%**

Building on all class requirements and activities, you may join a team of no more than three (3) students and develop your own theory of reflective practice. The team will present it as a **capstone product** that integrates classroom exercises and discussions, and simulation/role plays. Creativity is encouraged. Presentations will take place the last class, **October 15** (week 7) Please submit names of group members for presentation no later than **September 15** (week 3, Tuesday).

**Important Dates to Remember:**

**Submit names for theory presentation: September 15 (week 3, Tuesday)**

**Reflective Practice Log (3-5 pp. 10%): September 24 (week 4, Thursday)**

**Reflective Practice Final Paper (30%): October 15 (week 7, Thursday)**

**Group Theory of Reflective Practice (30%): October 15 (week 7, Thursday)**

## Class Policies and Procedures

You are responsible for completing individual and group assignments on time. Some class assignments and readings will be sent via e-mail and you are responsible for checking your Mason e-mail and keeping up-to-date (not over-quota). Incomplete grades will not be granted except in cases of personal or immediate family illness or emergency.

### Honor Code and Plagiarism

A reminder: Plagiarism or other violations of the **honor code** are not acceptable in this or any other GMU class. In addition to the following, please see the ICAR handbook: [http://www.gmu.edu/departments/ICAR/newstudent/Appendix\\_L.pdf](http://www.gmu.edu/departments/ICAR/newstudent/Appendix_L.pdf).)

All George Mason University students have agreed to abide by the letter and the spirit of the Honor Code. You can find a copy of the Honor Code at: [academicintegrity.gmu.edu](http://academicintegrity.gmu.edu). All violations of the Honor Code will be reported to the Honor Committee for review. With specific regards to plagiarism, three fundamental and rather simple principles to follow at all times are that: (1) all work submitted be your own; (2) when using the work or ideas of others, including fellow students, give full credit through accurate citations; and (3) if you are uncertain about the ground rules on a particular assignment, ask for clarification. If you have questions about when the contributions of others to your work must be acknowledged and appropriate ways to cite those contributions, please talk with the professor.

**SCAR's Policy:** Faculty require all written work be available in electronic form so that it can be compared to electronic databases. Faculty may at any time compare your written work against electronic databases/plagiarism detection software without prior permission from you. Individual instructors may require work to be submitted in print and electronic form. You are encouraged to submit your work through Blackboards SafeAssign program. The professor may also directly submit work using the same system.

## University Resources and Assistance

### English Language Institute

The English Language Institute offers free English language tutoring to non-native English speaking students who are referred by a member of the GMU faculty or staff. For more information contact 703-993-3642 or [malle2@gmu.edu](mailto:malle2@gmu.edu).

### The Writing Center

The Writing Center provides tutors who can help you develop ideas and revise papers at no charge. It can sometimes accommodate walk-ins, but generally it is best to call for an appointment. The services of the Writing Center are also available online. **Contact:** 703.993.4491 or <http://writingcenter.gmu.edu>. It is a free writing resource that offers individual, group, and online tutoring.

### Disability Resource Center

The Disability Resource Center assists students with learning or physical conditions affecting learning. Students with learning differences that require special conditions for exams or other writing assignments should provide documentation provided by the Disability Resource Center. Please see your professor the first week of classes. **Location:** SUB I, Room 222 **Contact:** 703.993.2474 [www.gmu.edu/student/drc/](http://www.gmu.edu/student/drc/)

### Required Readings

The following required readings are available on Blackboard, Conf 620/820 Fall 2015, Cheldelin section. **Please note:** some of the readings on Blackboard are not in alphabetical order so if you cannot find one, look near the bottom of the list. All readings are under course materials folder called "Readings."

- Argyis, Chris and Donald A. Schön. 1971. *Theory in Practice: Increasing Professional Effectiveness*. Chapter 1: "Theories of Action", Chapter 2: "Evaluating Theories of Action", pp. 3-34. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 446 5.
- Avruch, Kevin and Peter W. Black (1993). "Conflict Resolution in Intercultural Settings: Problems and Prospects," in D. Sandole and H. van der Merwe, eds., *Conflict Resolution Theory and Practice Integration and Application*. Manchester: Manchester University Press. pp. 131-145.
- Benjamin, Robert. 2009. *The Science Behind the Sense: Exploring Cognitive Neuroscience in Decision Making*
- Bush, Baruch and Joseph Folger. 1994. *The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition*, San Francisco: Jossey-Bass Publishers.
- Campbell, Marcia Caton and Docherty, Jayne Seminare, "What's in a Frame?" Chapter 5 in the *Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*, Schneider, Andrea Kupfer, Christopher Honeyman, Editors, Section of Dispute Resolution, ABA, 2006, pp. 37-46.
- Carstarphen, Nike and Ilana Shapiro. 1997. *Facilitating between gang members and police*. Negotiation Journal, Spring #2
- Cheldelin, Sandra I., Wallace Warfield with January Makamba. 2004. Reflections on Reflective Practice, pp. 64-78. *In Research Frontiers in Conflict Analysis and Resolution*. Fairfax: Institute for Conflict Analysis and Resolution, George Mason University.
- Coleman, Peter T., Bui-Wrzosinska, Lan Bui, Vallacher, Robin R. and Nowak, Andrez, "Protracted Conflicts as Dynamical Systems," Chapter 8, in Schneider, Andrea Kupfer and Christopher Honeyman, Editors, *The Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*. ABA Section of Dispute Resolution, 2006, pp. 61-73. [Will be placed in Dropbox.]
- Conflict Preference Instrument When Confronted with Difficulties, Adapted from Thomas-Kilmann *Conflict Mode Instrument*, XICOM, 1996, 38<sup>th</sup> Printing
- Driver, Michael J. et al. 1993. *The Dynamic Decision Maker: Five Decision Styles for Executive and Business Success*. Chapter 1, The Dynamic Decision Style Model, pp. 1-17; & Chapter 2, Understanding the Five Decision Styles, pp. 18-37. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 593 3.
- Duffield, Mark. 2001. The New Humanitarianism, Chapter 4, pp. 75-107. *In Global Governance and the New Wars: The Merging of Development and Security*. New York: Palgrave. ISBN: 1 85 649 749 6.
- Dugan, Máire A. 1996. "A Nested Theory of Conflict" in *A Leadership Journal: Women in Leadership – Sharing the Vision*. Volume 1, pp. 9-19. .

- Egeland, Jan, "10 Lessons from 10 Peace Processes" Chapter 4 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1, pp. 51-61, Praeger, 2011. [Note: available online as e-book through GMU library website.]
- Gamaghelyan, Philip, "Social Media: A New Track of Multi-Track Diplomacy" Chapter 29 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 2, pp. 477-491, Praeger, 2011. [Note: available online as e-book through GMU library website.]
- Gelinas, Mary V. and Roger G. James, *Meaningful Public Conversations: Essential Principles and Practices for Strengthening Collaboration in our Communities*, 2008, Gelinas-James Inc.
- Gouran, S. Dennis and Hirokawa, Randy Y. 2005. *The International Association of Facilitators (IAF) Handbook of Group Facilitation*, Chapter 21, pp. 351-359, "Facilitating Communication in Group Decision-Making Discussions", Chapter 21, San Francisco: Jossey-Bass Publishers. ISBN: 0 7879 7160 X.
- Jafari, Sheherazade and Abdul Aziz Said, "Islam and Peacemaking" Chapter 16 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1, pp. 228-243. Praeger, 2011. [Note: available online as e-book through GMU library website.]
- Learning Style Inventory, David Kolb.
- LeBaron, Michelle. 2003. *Bridging Cultural Conflicts: A New Approach for a Changing World*. Chapter 1, Third Party Roles in Cultural Conflict, pp. 3-31; & Chapter 10, pp. 271-289. San Francisco: Jossey-Bass. ISBN: 0 7879 6431 X. [Note: spelled LrBaron on e-reserve list.]
- Lederach, John Paul. 1995. *Preparing for Peace: Conflict Transformation across Cultures*. Chapter 6, *The Elicitive Model*, pp. 55-62. New York: Syracuse University Press. ISBN: 0 8156 2725.
- Lederach, John Paul. 2009. "Perspectives for Assessing and Working with Power" in *Conflict Transformation and Restorative Justice manual: Foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9 Akron, PA, pp 54-55.
- Marsick, Victoria J., and Alfonso Sauquet. 2000. Learning through Reflection, Chapter 19, pp. 382-399. In *The Handbook of Conflict Resolution: Theory and Practice*. Deutsch, Morton and Peter T. Coleman, Eds. San Francisco: Jossey-Bass Publishers. ISBN: 0 7879 4822 5. Week 3
- Maurik, John van. 1994. "Facilitating Excellence: Styles and Processes of Facilitation", *Leadership and Organizational Development Journal*, Vol 15, Issue 8, pp 30-34.
- Moore, Christopher. 1996. "How Mediation Works" chapter 2 In *The Mediation Process: Practical Strategies for Resolving Conflict*, Jossey Bass, San Francisco, pp 41-77
- Nan, Susan Allen, *Social capital in exclusive and inclusive networks*, Chapter 11, pp 172-185, In *Social Capital and Peace-building*, Michaelene Cox, Ed., London: New York; Routledge, 2009
- Peppet, Scott R. and Moffitt, Michael I., "Learning How to Learn to Negotiate", Chapter 70 in the *Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*, Schneider, Andrea Kupfer, Christopher Honeyman, Editors, Section of Dispute Resolution, ABA, 2006, pp. 615-626.
- Permanand, Shadell. 2009. *Conflict Transformation and Restorative Justice Manual: Foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, Section 4, pp. 59-62, "'Culture' and the Mediator's Baggage", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9542 0030 9, Akron, PA.
- Prabhu, Joseph, "Gandhi and Peacemaking", Chapter 12, in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1, pp. 165-178, Praeger, 2011. [Note: available online as e-book through GMU library website.]

- Roy, Beth. 2009. *Conflict Transformation and Restorative Justice Manual: Foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, pp. 25-27, "Thinking about Power", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.
- Schirch, Lisa. 2009. *Conflict Transformation and Restorative Justice manual: foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, Section 1, pp. 32-33, "Ten principles of Identity for Peacebuilders", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.
- Schirch, Lisa. 2009. *Conflict Transformation and Restorative Justice manual: foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, Section 4, pp. 66-67, "Theories of Gender, Conflict and Peacebuilding", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.
- Schrock-Shenk, Carolyn, ed. 2000. *Mediation and Facilitation Training Guide: Foundations and Skills for Constructive Conflict Transformation*. pp. 218-226; 280-281. Akron, PA: Mennonite Conciliation Services. ISBN: 0 9642003 0 9.
- Schwarz, Roger M. 1994. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Chapter 1, "Group Facilitation and the Role of the Facilitator", pp. 3-18, San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 638 7
- Schwarz, Roger M. 1994. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Chapter 6, "How to Intervene", pp. 122-145. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 638 7.
- Schwarz, Roger M. 2002. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, 2<sup>nd</sup> edition, Chapter 6, "Diagnosing Behaviors that Enhance or Hinder Group Effectiveness", pp. 136-157, San Francisco: Jossey-Bass Publishers, ISN 0 7879 4723 7.
- Schwarz, Roger M. 2002. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, 2<sup>nd</sup> edition, Chapter 12, "Dealing with Emotions", pp. 247-267, San Francisco: Jossey-Bass Publishers, ISN 0 7879 4723 7.
- Schön, Donald, 1983. *The Reflective Practitioner: How Professionals Think in Action*. Chapter 2, "From Technical Rationality to Reflection-in-Action" (p 21-69) New York: Basic Books.
- Shaw, Margaret and Stephen Goldberg, *Who Wants to be a Mediator?* Spring 2010, Dispute Resolution Magazine, pp 24-29.
- Vasquez, John A. 2005. Ethics, Foreign Policy, and Liberal Wars: The Role of Restraint in Moral Decision Making. *In International Studies Perspectives*. Volume 6, Issue 3, pp. 307-315. ISBN: 1528 3577.
- Warfield, Wallace. 2002. Is This the Right Thing to Do? A Practical Framework for Ethical Decisions, Chapter 19, pp. 213-223. *In A Handbook of International Peacebuilding: Into the Eye of the Storm*. Lederach, John Paul, and Janice Moomaw Jenner, Eds. San Francisco: Jossey-Bass Publishers. ISBN: 0 7879 5879 4.
- Watkins, Watkins, Jane Magruder and Bernard J. Mohr (2001) *Appreciative Inquiry: Change at the Speed of Imagination*. San Francisco: Jossey-Bass/Pfeiffer. Chapter 3 "Appreciative Inquiry as a Process."

## Weekly Class Structure and Assignments

<p><b>WEEK 1: TUESDAY, SEPTEMBER 1</b> <b>INTRODUCTION TO REFLECTIVE PRACTICE</b></p>
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**Themes:**

- Building a reflective class environment
- Background on reflective practice, where and how it's being used; role in CAR
- Tension between—and integration of—theory, research, and practice in CAR
- Implications of learning style preferences
- Implications of conflict mode preferences

**Class Activities:**

- Introductions, review of syllabus, course requirements and structure, course competencies, journal techniques and final theory capstone
- Learning Style Inventory, scoring and discussion
- Conflict Mode Preference Inventory, scoring and discussion
- Presentation: theory, research and practice in conflict resolution, levels of reflection and model building.

**Assignments Prior to First Class:**

- Complete the Learning Styles Inventory [On Blackboard as “LSI Instrument” in “Course Content Required Readings folder]
- Complete Conflict Mode Preference Inventory [On Blackboard, same place.]

**Readings Prior to Class:**

- Stupart, Richard, February 20, 2012, 7 worst international aid ideas.  
<file:///Users/sandracheldelin/Dropbox/Conf%20620%20820%20Fall%202013%20Shared/7%20worst%20international%20aid%20ideas%20%7C%20Matador%20Network.webarchive>

<p><b>WEEK 1: THURSDAY, SEPTEMBER 3, 2015</b> <b>THEORIES AND MODELS OF CONFLICT ANALYSIS &amp; RESOLUTION &amp; SKILL BUILDING</b></p>
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**Themes:**

- RP models and degrees of adaptability to conflict analysis and resolution
- What do we mean by theory?
- How and why do we build models?
- Useful Conflict Analysis and Resolution Models

**Class Activities:**

- Spectrum of practice in the CAR field
- Application of individual conflicts to Conflict Analysis and Resolution models
- Discussion of readings
- Reflective practice skill building



## Readings:

- Argyris, Chris and Donald A. Schön. 1992. *Theory in Practice: Increasing Professional Effectiveness*. Chapter 1: “Theories of Action.” **Note:** Chapter 2: “Evaluating Theories of Action”, pp. 3-34 will help you as you create your own theory of reflective practice so please come back to this later in the semester. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 446 5.
- Benjamin, Robert, *The Science Behind the Sense: Exploring Cognitive Neuroscience in Decision Making*, April 2009, <http://www.mediate.com/articles/benjamin46.cfm?nl=206>
- Covey, Stephen, *The Indian Talking Stick* [http://www.youtube.com/watch?v=HUXi-Zc45tA&feature=player\\_embedded](http://www.youtube.com/watch?v=HUXi-Zc45tA&feature=player_embedded)
- Cheldelin, Sandra I., Wallace Warfield with January Makamba. 2004. Reflections on Reflective Practice, pp. 64-78. In *Research Frontiers in Conflict Analysis and Resolution*. Fairfax: Institute for Conflict Analysis and Resolution, George Mason University.
- Dugan, Máire A. 1996. A Nested Theory of Conflict. In *A Leadership Journal: Women in Leadership – Sharing the Vision*. Volume 1, pp. 9-19.
- Kriesberg, Louis, The State of the Art of Conflict Transformation: [http://edoc.vifapol.de/opus/volltexte/2013/4684/pdf/kriesberg\\_handbook.pdf](http://edoc.vifapol.de/opus/volltexte/2013/4684/pdf/kriesberg_handbook.pdf)
- Lederach, John Paul and Mansfield, Katie 2008, *Strategic Peacebuilding Pathways*: <http://kroc.nd.edu/strategic-peacebuilding-pathways>
- Marsick, Victoria J., and Alfonso Sauquet. 2000. Learning through Reflection, Chapter 19, pp. 382-399. In *The Handbook of Conflict Resolution: Theory and Practice*. Deutsch, Morton and Peter T. Coleman, Eds. San Francisco: Jossey-Bass Publishers. **Note:** This is another article you may want to read when you begin creating our own theories.
- Schön, Donald. 1983. *The Reflective Practitioner: How Professionals Think in Action*. New York: Basic Books. Chapter 2, pp. 21-69.

## Assignment for Week 2, September 8 class:

In groups of **2 or 3**:

- a.) Select an **image** (on camera) that reflects what your group agrees is the intersection of the sacred and the secular. Submit that image—with names of your group—to Blackboard folder no later than **Monday, September 7, 2015**.
- b.) Conduct a negotiation of an actual purchase of something (be sure to plan what the purchase will be; only one member of the group needs to do the negotiation but all must be present to observe). Write a short (no more than three-paragraphs) paper that describes the experience and your reflections on your own part of the negotiation (planning, debrief, etc.) and upload it in Blackboard, Week 2, September 8. Please acknowledge your group members’ names. [Note: This is likely to be an early entry in your log journal.]

**WEEK 2: TUESDAY, SEPTEMBER 8, 2015**  
**NEGOTIATION**

**Themes:**

- Negotiation as a reflective practice

**Class activities:**

- Review of Negotiation Images of greater metropolitan Washington DC: lessons learned
- Negotiation debrief of purchases (**short reflection paper upload in Blackboard Week 2**)
- Practice activity ~ **Negotiation** as a reflective practice: *Pat's Problem*
- Discussion of readings
- Bring to class a conflict that you are either currently a party to or are deeply interested in. Be prepared to describe the conflict including: Who are the parties? What is going on? How long has it been simmering? and Why you think the parties are in conflict?

**Readings:** Note: the articles in the *Experienced Negotiator* (chapters 5, 8 and 70) have been scanned and are on Blackboard. The LAST page of the scan is the FIRST page of Chapter 5—sorry about that!

- Benjamin, Robert, *The Natural History of Negotiation and Mediation: the Evolution of Negotiative Behaviors, Rituals and Approaches*, June 2012, <http://www.mediate.com/articles/NaturalHistory.cfm>
- Campbell, Marcia Caton and Docherty, Jayne Seminare, *What's in a Frame?* Chapter 5 in the *Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*, Schneider, Andrea Kupfer, Christopher Honeyman, Editors, Section of Dispute Resolution, ABA, 2006, pp. 37-46
- Coleman, Peter T., Bui-Wrzosinska, Lan Bui, Vallacher, Robin R. and Nowak, Andrez, "Protracted Conflicts as Dynamical Systems," Chapter 8, in Schneider, Andrea Kupfer and Christopher Honeyman, Editors, *The Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*. ABA Section of Dispute Resolution, 2006, pp. 61-73.
- Driver, Michael J. et al. 1993. *The Dynamic Decision Maker: Five Decision Styles for Executive and Business Success*. Chapter 1, pp. 1-17; & Chapter 2, pp. 18-37. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 593 3.
- Peppet, Scott R. and Moffitt, Michael I., "Learning How to Learn to Negotiate", Chapter 70 in the *Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator*, Schneider, Andrea Kupfer, Christopher Honeyman, Editors, Section of Dispute Resolution, ABA, 2006, pp. 615-626
- Melamed, James, *Frequently Asked Questions about Mediation and Negotiation*, <http://www.mediate.com/articles/Mediationfaq.cfm>

**WEEK 2: THURSDAY, SEPTEMBER 10, 2015**  
**FACILITATION: THE CASE OF GANG WARS BANGING**

**Themes:**

- Theory, research, practice, principles and purpose of facilitation
- Similarities and differences from formal mediation
- Facilitation techniques that compliment a reflective practice approach
- Implication for learning models

- Micro/meso theories that influence facilitation: single/double-loop learning, decision making, ethical practices
- Facilitation styles

**Class activities:**

- *GangWars Banging in Little Rock*—discussion of video
- Small group activity—facilitation of a prospective grant from the *Thomas Goodwill Foundation*
- Reflective Practice Skill building
- Discussion of readings

**Assignments:**

- Preview *Gang Wars Banging in Little Rock*:  
<http://www.youtube.com/watch?v=Vk7iFwE5QSM>  
 (In the “search” bar enter: gang wars banging in Little Rock)  
 Preview *Gang War II—Back in the Hood* (follow-up 10 years later).  
<http://www.youtube.com/watch?v=mOfvSHLcdqs> Be prepared to discuss the videos.  
 Plan ways you would respond to the *Thomas Goodwill Foundation* task (in Blackboard)

**Readings:**

- Carstarphen, Nike and Ilana Shapiro. 1997. *Facilitating between gang members and police*. Negotiation Journal, Spring #2.
- Gouran, S. Dennis and Hirokawa, Randy Y. 2005. *The International Association of Facilitators (IAF) Handbook of Group Facilitation*, Chapter 21, pp. 351-359, “Facilitating Communication in Group Decision-Making Discussions”, Chapter 21, San Francisco: Jossey-Bass Publishers. ISBN: 0 7879 7160 X
- Maurik, John van. 1994. “Facilitating Excellence: Styles and Processes of Facilitation”, *Leadership and Organizational Development Journal*, Vol 15, Issue 8, pp 30-34.
- Schrock-Shenk, Carolyn, ed. 2000. *Mediation and Facilitation Training Guide: Foundations and Skills for Constructive Conflict Transformation*. pp. 218-226; 280-281. Akron, PA: Mennonite Conciliation Services. ISBN: 0 9642003 0 9.
- Schwarz, Roger M. 2002. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, 2<sup>nd</sup> edition, Chapter 6, “Diagnosing Behaviors that Enhance or Hinder Group Effectiveness”, pp. 136-157, San Francisco: Jossey-Bass Publishers, ISN 0 7879 4723 7.
- Schwarz, Roger M. 1994. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Chapter 1, “Group Facilitation and the Role of the Facilitator”, pp. 3-18, San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 638 7.
- Schwarz, Roger M. 1994. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Chapter 6, “How to Intervene”, pp. 122-145. San Francisco: Jossey-Bass Publishers. ISBN: 1 55542 638 7.
- Schwarz, Roger M. 2002. *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, 2<sup>nd</sup> edition, Chapter 12, “Dealing with Emotions”, pp. 247-267, San Francisco: Jossey-Bass Publishers, ISN 0 7879 4723 7.

**WEEK 3: TUESDAY, SEPTEMBER 15, 2015**  
**MULTIPARTY FACILITATION: THE CASE OF HAITI**

**Themes:**

- Facilitation in multi-organizational and community conflicts
  - Issues of identity, culture and hierarchy

**Class activities:**

- The Case of Haiti: A Multiparty Relief Facilitation and Debrief
- Discussion of readings

**Due:**

- Names of group members and date preferences for capstone theory presentations (October 15)

**Readings:**

- Schirch, Lisa. 2009. *Conflict Transformation and Restorative Justice manual: foundations and Skills for Mediation and Facilitation*, 5<sup>th</sup> edition, Chapter 2, Section 1, pp. 32-33, "Ten principles of Identity for Peacebuilders", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.
- Schirch, Lisa. 2009. *Conflict Transformation and Restorative Justice manual: foundations and Skills for Mediation and Facilitation*, 5<sup>th</sup> edition, Chapter 2, Section 4, pp. 66-67, "theories of Gender, Conflict and Peacebuilding", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA
- *Haiti's elite spared from much of the devastation* by William Booth, Washington Post Foreign Service, Monday, January 18, 2010; A08 [http://www.washingtonpost.com/wp-dyn/content/article/2010/01/17/AR2010011702941\\_pf.html](http://www.washingtonpost.com/wp-dyn/content/article/2010/01/17/AR2010011702941_pf.html)
- *Note: there will be further resources required as the multi-party Haiti facilitation unfolds.* The references will be on your instructions of your particular role(s).

<p style="text-align: center;"><b>WEEK 3: THURSDAY, SEPTEMBER 17, 2015</b> <b>MEDIATION—WESTERN AND NONWESTERN MODELS</b></p>
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**Themes:**

- History and the nature and practice of mediation—western and nonwestern practices
- The role of reflective practice in mediation

**Class activities:**

- California Prison Authority Mediation—Integration of Prisoners
- Discussion of video excerpts from *The Mediators* (Chris Moore, John Paul Lederach, Teresa Wakeen, and Joan Kelly).
- Western model; alternative models; practice [Note: roles are in blackboard file]

**Readings:**

- Bush, Baruch and Joseph Folger., 1994. *The Promise of Mediation: Responding to Conflict*, Chapter 1
- Goodman, Kathy, *Mediating Between the Mediation Models-Part 1*, July 2012, <http://www.mediate.com/articles/GoodmanK1.cfm#top>
- Moore, Christopher (1996) "How Mediation Works" chapter 2 in *The Mediation Process: Practical Strategies for Resolving Conflict*, Jossey Bass, San Francisco.

- Permanand, Shadell. 2009. *Conflict Transformation and Restorative Justice Manual: Foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, Section 4, pp. 59-62, "'Culture' and the Mediator's Baggage", Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9542 0030 9, Akron, PA.
- View videos interviews by Robert Benjamin:
  - Chris Moore, <http://www.mediate.com/articles/MooreCompleteInterview.cfm>
  - John Paul Lederach, <http://www.mediate.com//articles/completelederach.cfm>
  - Teresa Wakeen, <http://www.mediate.com//articles/CompleteWakeen.cfm>
  - Joan Kelly, <http://www.mediate.com//articles/CompleteKelly.cfm>
  - Michael Lewis (re: asking questions instead of giving opinions) <http://www.mediate.com//articles/lewis02.cfm>

<b>WEEK 4: TUESDAY, SEPTEMBER 22, 2015</b> <b>INTERNATIONAL ORGANIZATIONAL MEDIATION</b>
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**Themes:**

- Micro/meso theories that influence mediation
  - interest-based (principled) negotiations, power, gender, trust, trust-building, conflict management, mitigation, resolution, ethics, etc.

**Class activities:**

- Class simulation (gender and culture): *Marisol's Mandate*
- ISA mid-term evaluations

**REVIEW Readings:**

- Chapter from Moore's *The Mediation Process*
- Pruitt and Kim's *Dual Concern Model*
- Warfield's *Layered Model of conflict behavior*

<b>WEEK 4: THURSDAY, SEPTEMBER 24, 2015</b> <b>MULTI-PARTY MEDIATION—A PLAN FOR POLICE /</b> <b>COMMUNITY RELATIONSHIP BUILDING</b>
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**Themes:**

- Integrating elements of facilitation and mediation in a conflict situation manifesting reflective practice adaptations

**Class Activities:**

- Exercise: A Plan for Police/Community Relationship Building
- How is the mediation role interpreted re: Moore's types of mediators?

**Due:**

- Log summary paper (3 ~ 5 pages)

**Readings:**

- Lederach, John Paul. 2009. *Conflict Transformation and Restorative Justice manual: Foundations and Skills for Mediation and Facilitation*, 5<sup>th</sup> edition, Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9 Akron, PA, Chapter 2, pp. 25-27.
- Roy, Beth. 2009. *Conflict Transformation and Restorative Justice Manual: Foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, pp. 25-27, “Thinking about Power”, Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.
- Schirch, Lisa. 2009. *Conflict Transformation and Restorative Justice manual: foundations and Skills for Mediation and Facilitations*, 5<sup>th</sup> edition, Chapter 2, Section 1, pp. 32-33, “Ten principles of Identity for Peacebuilders”, Mennonite Central Committee, Office of Justice and Peacebuilding, ISBN: 0 9642 0030 9, Akron, PA.

**WEEK 5: TUESDAY, SEPTEMBER 29, 2015**  
**REFLECTIVE PRACTICE IN DIALOGUE**  
**AN APPRECIATIVE INQUIRY (AI) APPROACH**

**Themes:**

- Working with the AI process
- The Zig-Zag model

**Class activities:**

- Department Retreat—An AI Approach to changing a Sexist Culture
- AI Practice

**Readings:**

- Watkins, Jane Magruder and Bernard J. Mohr (2001) *Appreciative Inquiry: Change at the Speed of Imagination*. San Francisco: Jossey-Bass/Pfeiffer. Chapter 3 “Appreciative Inquiry as a Process.”

**WEEK 5: THURSDAY, OCTOBER 1, 2015**  
**MULTIPARTY DIALOGUE**

**Themes:**

- Principles and purposes of dialogue
- Where and how dialogue is used (community dialogues, problem-solving workshops)
- Theoretical overview

**Class Activity:**

- View video on dialogue models
- View video *My Neighbourhood* intervention in East and West Jerusalem

- Convening a dialogue: a multi-party cross-cultural conversation
- Fishbowl practice—in class simulation of AI dialogue

**Readings:**

- Gelinas and James. 2008. *Meaningful Public Conversations: Essential Principles and Practices for Strengthening Collaboration in our Communities*, Gelinas and James, Inc., 2008, <http://74.125.93.132/search?q+cache:PUq8q63GBa4J:www.hbmwd.com/>

<p><b>WEEK 6: TUESDAY, OCTOBER 6, 2015</b>  <b>CULTURAL CONSIDERATIONS IN PEACEMAKING</b></p>
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**Themes:**

- Peacemaking and reflective practice
- Cultural variations of peacemaking
- Hidden dimensions of peacemaking
- Understanding cultural diversity

**Class activities:**

- View video *Admissions*; discussion and insights
- Cultural diversity and peacemaking discussion
- Gendered peacemaking activity

**Readings:**

- Avruch, Kevin and Peter W. Black (1993). "Conflict Resolution in Intercultural Settings: Problems and Prospects," pp. 131-145 in D. Sandole and H. van der Merwe, eds., *Conflict Resolution Theory and Practice Integration and Application*. Manchester: Manchester University Press.
- Egeland, Jan, "10 Lessons from 10 Peace Processes" Chapter 4 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1, pp. 51-61, Praeger, 2011. (Note: available online as e-book through GMU library website).
- Gamaghelyan, Philip, "Social Media: A New Track of Multi-Track Diplomacy" Chapter 29 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 2, pp. 477-491, Praeger, 2011. (Note: available online as e-book through GMU library website).
- Jafari, Sheherazade and Abdul Aziz Said, "Islam and Peacemaking" Chapter 16 in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1, pp. 228-243. Praeger, 2011. (Note: available online as e-book through GMU library website).
- LeBaron, Michelle. 2003. *Bridging Cultural Conflicts: A New Approach for a Changing World*. Chapter 1, pp. 3-31; & Chapter 10, pp. 271-289. San Francisco: Jossey-Bass. ISBN: 0 7879 6431 X.
- Lederach, John Paul. 1995. *Preparing for Peace: Conflict Transformation across Cultures*. Chapter 6, pp. 55-62. New York: Syracuse University Press. ISBN: 0 8156 2725.
- Prabhu, Joseph, "Gandhi and Peacemaking", Chapter 12, in Nan, Susan Allen, Zachariah Mampilly and Andrea Bartoli, Editors, *Peacemaking: From Practice to Theory*. Volume 1,

pp. 165-178, Praeger, 2011. (Note: available online as e-book through GMU library website).

**WEEK 6: THURSDAY, OCTOBER 8, 2015**  
**ETHICS AND ETHICAL DILEMMAS**

**Themes:**

- Ethics and Reflective Practice
- Tensions between personal and professional ethics

**Class Activities:**

- Exercise: Role-play consulting firm
- Ethics scenarios -- practice

**Readings:**

- Duffield, Mark. 2001. The New Humanitarianism, pp. 75-107. In *Global Governance and the New Wars: The Merging of Development and Security*. New York: Palgrave.
- Illich, Ivan. April 20, 1968. To Hell with Good Intentions. [http://swaraj.org/illich\\_hell.htm](http://swaraj.org/illich_hell.htm)
- Warfield, Wallace. 2002. Is This the Right Thing to Do? A Practical Framework for Ethical Decisions, Chapter 19, pp. 213-223. In *A Handbook of International Peacebuilding: Into the Eye of the Storm*. Lederach, John Paul, and Janice Moomaw Jenner, eds. San Francisco: Jossey-Bass Publishers.
- Wilkinson, Richard, TED Global Talk, How Economic Inequality Harms Societies, 2011 [http://www.ted.com/talks/richard\\_wilkinson](http://www.ted.com/talks/richard_wilkinson)

**WEEK 7: TUESDAY, OCTOBER 13**  
**TUESDAY CLASSES CANCELLED AT MASON**

**WEEK 7: THURSDAY, OCTOBER 15**  
**INTEGRATION: THEORIES OF REFLECTIVE PRACTICE**

**Theme:**

- Integrating theory and practice

**Class Activity:**

- Student presentation of RP theories [2-3/group; 30-45 minutes]
- Course evaluation, celebration of learning
- Final Research Paper Due