

THE EDUCATION UNIVERSITY OF HONG KONG

Course Outline

Part I

Programme Title	: Bachelor of Social Sciences (Honours) in Policy Science and Management
Programme QF Level	: 5
Course Title	: Leadership, Negotiation and Conflict Resolution
Course Code	: PUA4006
Department	: Asian and Policy Studies
Credit Points	: 3
Contact Hours	: 39
Pre-requisite(s)	: Nil
Medium of Instruction	: EMI
Course Level	: 4

Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Undergraduate, Taught Postgraduate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- Professional Excellence;
- Ethical Responsibility; &
- Innovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:

1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
- 4a. Oral Communication Skills
- 4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

1. Course Synopsis

This course introduces students to the core issues surrounding leadership, negotiation and conflict resolution within organizational contexts. The course is skills focused and designed to impart a series of practical skills. In particular, the course focuses on the development of leadership skills, what leadership entails, and the relationship of leadership styles to successful organizational outcomes. Students will also be introduced to mapping skills for identifying organizational types and different organizational and management cultures. As part of this, students will be introduced to techniques for the management of organizational problems, such as managing change and innovation, negotiation in organizational environments and managing intra-organizational competition and conflict.

2. Course Intended Learning Outcomes (CILOs)

Upon completion of the course, students will be able to:

- CILO₁ Understand basic concepts, theories and practices of leadership, negotiation and conflict resolution;
- CILO₂ Analyse leadership skills, traits and styles and their roles in organizational performance;
- CILO₃: Apply the toolkits of negotiation strategies and a global outlook that can handle conflicts from different organizational and management cultures; and
- CILO₄: Synthesize the competences needed to be an effective leader and develop effective strategies for improving leadership potential.

3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
Leadership: People, dynamics and resources	CILO ₁₋₄	<ul style="list-style-type: none">• Lectures: Presentation and discussion of the frameworks, concepts, practices and synthesis of key references.• Individual essay: Reflecting on a case relevant to conflict management, leadership and negotiation.• Simulation exercise: Participate in simulated negotiation exercise and observe the whole process of leadership, negotiation and conflict resolution.• Web and library search• Reading lecture notes and key references.
Leading with effective communication	CILO ₁₋₄	
Negotiation planning and post negotiation analysis	CILO ₁₋₄	
Resolving conflict and negotiation	CILO ₁₋₄	

4. Assessment

Assessment Tasks	Weighting (%)	CILOs
(a) Class Discussion and Participation: Students are expected to study relevant readings before s/he attends the classes and must participate actively in the discussion.	20%	CILO ₁₋₃
(b) Individual Essay (1,550 – 2,000 words): 1 reflective essay addressing a conflict management, leadership and negotiation case study provided by the class instructor.	35%	CILO ₁₋₃
(c) Simulation Exercise: Active participation in a simulated day-long negotiation exercise (this requires advanced preparation, study of briefing notes, background information preparation) and a reflective write up by individual students who will be required to observe key issues associated with leadership during the simulation exercise, negotiation and conflict resolution processes and outcomes.	45%	CILO ₁₋₄

5. Required Text(s)

Nil.

6. Recommended Readings

- Brett, J. M. (2001). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey-Bass.
- Debroah Barrett (2013) (4th ed.). *Leadership communication*. NY:McGraw-Hill Education.
- Deutsch, Morton and Peter T. Coleman (eds). (2000). *The handbook of conflict resolution, theory and practice*. CA: Jossey-Bass.
- Lewicki, Roy J., Saunders, D. M., & Barry, B. (2015) (6th ed.). *Essentials of negotiation*. Boston, MA: McGraw-Hill Education
- Northouse, P. G. (2013). (6th ed.) *Leadership: Theory and practice*. Thousand Oaks: CA: Sage Publications.
- Pruitt, D., Rubin, J., & Kim, S. H. (2004). *Social conflict: Escalation, stalemate, and settlement*. NY: McGraw-Hill.
- Raiffa, H. (1982). *The art and science of negotiation*. Cambridge: Harvard University Press.
- Thompson, L. L. (2012). *The mind and heart of the negotiator*. Upper Saddle River, NJ: Prentice Hall.

7. Related Web Resources

- The Center for Association Leadership: <https://www.asaecenter.org/>
- Harvard Business Review: <https://hbr.org/>
- Association for Conflict Resolution: <https://www.acrnet.org/>
- The National Society of Leadership and Success: <https://www.societyleadership.org/>

Stanford Center on International Conflict and Negotiation:
<https://law.stanford.edu/stanford-center-on-international-conflict-and-negotiation-scienc/>

8. Related Journals

Administration and Society

American Review of Public Administration

International Public Management Journal

Journal of Policy Analysis and Management

Journal of Public Administration Research and Theory

Public Administration Quarterly

Public Administration Review

9. Academic Honesty

The University adopts a zero tolerance policy to plagiarism. For the University's policy on plagiarism, please refer to the *Policy on Academic Honesty, Responsibility and Integrity with Specific Reference to the Avoidance of Plagiarism by Students* (<https://www.eduhk.hk/re/modules/downloads/visit.php?cid=9&lid=89>). Students should familiarize themselves with the Policy.

10. Other

Nil.