Conflict in Multicultural Organizations
CR407/507 Summer 2006
August 25-27

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Course Description:
This two-credit seminar will introduce students to Conflict Resolution Theory, with an emphasis on the multicultural implications of diverse organizations. Students will analyze institutional and societal patterns of oppression, and will explore resolution practices for transforming organizations into culturally competent entities. This highly interactive course requires active student participation, which includes a willingness to examine the roles of power and privilege in organization culture.

Course Expectation:
Students are expected to attend and actively participate during the entire seminar. Readings will be assigned throughout the seminar for students to deepen their knowledge and understanding of the subject matter. In class assignments will be given to help students synthesize learning, and a final paper will be due two weeks after the conclusion of class.

Required Reading:
Online articles and handouts will be assigned during the course, to be read between class sessions and during breaks. Students will need access to a computer, and may wish to print all reading in advance of the weekend seminar.

Final Paper:
An 8-10 page Multicultural Organizational Assessment is due on Friday, September 8th. This paper will assess the culture of an organization, analyze the cultural competence of that organization, explore the way(s) that conflict is resolved within the organization, and make recommendations for more effective and culturally competent systems. The paper should employ the Conflict Resolution Style of Communication, as described by instructor, to describe any shortcomings or deficiencies in effective conflict resolution and/or multicultural competence. Papers should be submitted in hardcopy to my mailbox in the CR office, NH239.

Evaluation:
50% Class Participation*
25% In-class Assignments
25% Final Paper
* Students will lose class participation points if late or absent for any class sessions.

Please notify instructor of any special needs
Any and all reasonable requests for accommodation will be granted to the best of the instructor’s ability
Proposed Schedule:

**Friday**

5  Introductions/Icebreaker

6  Introduction to Conflict: Intrapersonal, Interpersonal, Organizational/Institutional, Structural, Societal, Global

6:30 Exploration of resolution

7  **Break: Read Brown and Mazza, Healing into Action**

7:45 Multiculturalism (beyond the “them”)
   What is culture?  What is multiculturalism?  In class, in home life, in world…
   Handout/Exercise and Discussion

8:00 Multicultural Competence: What is it beyond, “Add Diversity and Stir”?

8:30 Reading Assignment
   Stella Ting-Toomey, Intercultural Conflict Management: A Mindful Approach
   [http://www.personal.anderson.ucla.edu/richard.goodman/c4web/Mindful.htm](http://www.personal.anderson.ucla.edu/richard.goodman/c4web/Mindful.htm)

**Saturday**

9:00 Discussion of Ting-Toomey

9:30 Explorations of Power and Privilege
   NCBI Principle 5 exercise

10:00 Introduce the Ally Model

10:30 **Break**

11:00 NCBI Principle 17 exercise
   NCBI Principle 21 exercise

12:00 **Lunch Break: Read Sharon Kaiser at** [http://www.bizgrowth.com/Culture.html](http://www.bizgrowth.com/Culture.html)

1:30 **Writing Assignment:** What are the obstacles to Multicultural Competence in Orgs?

2  **Small Group Discussion:** Think of some ways to facilitate multicultural competence in organizations

2:30 How does this tie into conflict?

3  **Break**

3:15 Organizational Conflict
   • Integrative Bargaining/Principled Negotiation Models
   • Win-Win/Satisfaction
   • Conflict Styles
   • Power and Conflict

4  Organizational Culture:
   What is it/Where does it come from/How does it differ in different sectors?
   • Nonprofit/Private/Public

5  Read **Ten Myths About Affirmative Action**
   [http://www.understandingprejudice.org/readroom/articles/affirm.htm](http://www.understandingprejudice.org/readroom/articles/affirm.htm)

**Sunday**

9  Discussion of Affirmative Action
   Revisit Discussion on Power and Privilege

10  **Small Group Practice:** Prejudice Role Play/Develop and Respond to Scenarios

10:30 **Break**

10:45 Role Plays

12  **Lunch Break: Read Gewurz article, available on Vikat online reserves**
   (re)Designing Mediation to Address the Nuances of Power Imbalance

1:30 Role Plays

3  **Break**

3:15 Tools for change

4  Closing