Conflict Management Final Assessment: Outline and Rubric

Competency Name: Conflict Management
Competency Statement: Develop and apply conflict management skills in an organizational setting.
Final Assessment Title: Conflict Management Case Study Analysis and Annotated Bibliography
Competency Objectives:
1. Develop an understanding of the types of conflict (e.g., interpersonal, intra-group, intergroup, and inter-organizational).
2. Develop an understanding of the sources of conflict (e.g., different goals/time horizons, overlapping authority, task interdependencies, different evaluation/reward systems, scarce resources, and status inconsistencies).
3. Identify and explain conflict management strategies (e.g., compromise, collaboration, accommodation, avoidance, and competition).
4. Apply conflict resolution skills to scenarios which may include workplace aggression (physical vs. verbal, active vs. passive, direct vs. indirect), incivility, fraud, substance abuse, cyber-slacking, and sabotage.

Program Learning Outcome(s): N/A
Institutional Learning Outcome(s): N/A

Purpose of this Assessment

Many organizational settings experience and even breed conflict. Conflict is a given challenge for all organizational managers, and therefore, they need to be equipped to recognize and manage conflict so that its negative effects are mitigated. Additionally, certain types and levels of conflict are the result of diverse ideas and resource scarcity. When managed properly, such conflict results in synergy, synthesis, and other positive effects.

The purpose of this final assessment is for you to demonstrate familiarity with different types and sources of conflict that may occur organizations and to show different strategies that may be used for their resolution.

Items Required for Submission

The item required for this assessment is an analysis of a given case study and an annotated bibliography citing at least 12 academic references from the field of conflict management included as an appendix.

Step ONE: Preparation

Conduct a literature review from a variety of academic sources to find scholarly articles describing types of conflict, sources of conflict, and methods of conflict resolution. You should select at least four different types for each of these three categories, for least 12 references.

Select one of the three cases studies. Read the case study interactively; that is, make notes about the conflict management principles that come to mind as you are reading through the case. It is best to read through it at least twice for understanding of the dynamics occurring in the scenario.

Kenya: The case of internally displaced people following the 2007 post-election violence:

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http://www.beyondintractability.org/casestudy/kenya-case-internally-displaced-people-following-2007-post-election-violence#node-7079

Blackboard, Desire2Learn end dispute:

https://campustechnology.com/Articles/2009/12/15/Blackboard-Desire2Learn-End-Dispute.aspx?Page=2

The Rwandan Genocide:

http://www.beyondintractability.org/casestudy/fornace-rwandan

As you read the case study, consider the following questions. You will answer these questions in your case study analysis and use your references from your annotated bibliography to support your observations and recommendations.

1. What types of conflict exist in the case? (Be sure to support your assessment.)
2. What are the sources of conflict in the case? (Again, support your conclusions.)
3. Who are the stakeholders, and which parties have conflicting interests?
4. What are at least two alternative conflict management strategies that could be used to address this case?
5. Which of these is the best alternative to resolving the conflict and why? Present a detailed plan to resolve the conflict, and achieve the stakeholders' goals.

Step TWO: Write Your Annotated Bibliography

Using APA formatting, write a brief summary (about 150 words) of each article that includes the type of conflict, source of conflict, and resolution strategy and add this as an appendix to your case study analysis.

Write a description of the case study that includes a brief description of the conflict and answers the five questions raised above.

Step FOUR: Complete Checklist for Submission

Before you submit your work, check to see if you have met the criteria noted below. Did you:

✓ Ensure that your case study contains thoughtful and well-supported answers to the five questions posed?
✓ Provide at least 12 highly relevant and varied examples of conflict management with clear summaries and accurate identification of conflict management conditions?
✓ Show that you understand the depth and breadth of the subject matter fully and all related concepts as it relates to conflict management with no errors in content or interpretation of the material and using conflict management methodologies?

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- ✓ Review to see that spelling, grammar, and punctuation are accurate; APA formatting standards are followed?

Step FIVE: Submit Your Work

- Your completed files should be submitted through the Final Assessment page of your competency.

- Please note, for files smaller than 10MB (e.g., most Word documents), use the corresponding "+UPLOAD STUDENT FILE" button to upload your Final Assessment documents. For larger files of any type (e.g., voice over PowerPoint files, video presentations), please use the optional TEXT EDITOR to provide a URL where your tutorial faculty can download your file.

- How you create a download URL is up to you, but various free online providers, including Google Drive and Dropbox, offer this service. Please make sure that the URL you provide can be accessed by anyone with the link. For further instructions on how to create public links for uploaded files, consult the support pages for your chosen provider.

Scoring Rubric for Final Assessment

Criterion	EMERGING	DEVELOPING	PROFICIENT	EXEMPLARY
Case Analyses	Contains limited or poorly supported answers to less than five of the questions posed for the case study.	Contains mostly accurate and somewhat supported answers to the five questions posed for the case study.	Contains accurate and supported answers to the five questions posed for the case study.	Contains thoughtful and well-supported answers to the five questions posed for the case study.
Annotated Bibliography	Provides less than 12 examples of conflict management with limited summaries and inaccurate identification of conflict management conditions.	Provides at least 12 examples of conflict management with summaries and identification of conflict management conditions.	Provides at least 12 relevant and varied examples of conflict management with summaries and accurate identification of conflict management conditions.	Provides at least 12 relevant and varied examples of conflict management with summaries and accurate identification of conflict management conditions.
Application	Misunderstands key conflict management concepts. Significant errors in content, interpretation of the material. May not use or apply conflict	Missing the depth and breadth of the subject matter fully and all related concepts as they relate to conflict management. Several (greater than five) errors in content or	Demonstrates some understanding of the depth and breadth of the subject matter fully and all related concepts as it relates to conflict management.	Understands the depth and breadth of the subject matter fully and all related concepts as it relates to conflict management. No errors in content or interpretation of the material. Uses

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Criterion	EMERGING	DEVELOPING	PROFICIENT	EXEMPLARY
	management methodologies.	interpretation of the material. Uses or applies conflict management methodologies.	Fewer than four errors in content or interpretation of the material. Uses or applies conflict management methodologies.	or applies conflict management methodologies.
Writing Mechanics	The case analyses lack clarity and may be confusing; too long or short. Numerous errors in spelling, grammar, and/or punctuation. Limited if any adherence to APA standards.	The case analyses are somewhat logical and well written; too long or short. Some errors in spelling, grammar, and/or punctuation. APA standards are somewhat followed but with numerous errors.	The case analyses are logical, well written, and the required length. There may be one or two minor errors in spelling, grammar, and/or punctuation. APA formatting standards are followed with a few minor errors.	The case analyses are logical, well written, and the required length. Spelling, grammar, and punctuation are accurate. APA formatting standards are followed.