University of Alaska Fairbanks
Justice Department

JUST 495-F81 – Special Topics - Dispute Systems Design

Instructor: Polly E. Hyslop
Title: Dispute Systems Design
Meeting Times: Online in Blackboard each week (See schedule below).
Place: Online in Blackboard
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Office Hours: By Appointment
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Course Description

JUST 495F-81 Special Topics – Dispute Systems Design

3 credits (Summer 2013)

From the Catalog: Examines the hidden sources of conflicts that are often embedded in social, legal, political, and organizational structures and systems. Emphasizes rules, regulations, roles, contractual obligations, laws, informal agreements and other ties that bind people together to conflict among individuals and groups. Examines organization, institution or government for root causes of conflict and create a new system that addresses the underlying issues, including internal conflict management programs within the new system. This course will focus on all aspects of structural, systemic conflict, and all aspects of Dispute Systems Design (DSD). Students will apply theory to practice. (Prerequisite: Junior or Senior Standing or permission of instructor)(3-0).

Pre-requisites

Junior or Senior standing

Required Blackboard Applications

This course will be supplemented by the Blackboard online learning platform. You will be asked to take quizzes, post journals and other work and receive announcements on the Blackboard course website. You will also be able to Blackboard mail the instructor and each other and check your scores on the site, as soon as they are posted. You can gain access to Blackboard through any one of the computer labs on campus or on your home computer.
Course Objectives

1. The course will introduce students to the systemic and structural aspects of conflict resolution.
2. Students will learn all aspects of Dispute Systems Design (DSD).
3. Students will be introduced to structural and systemic factors in conflict and conflict resolution.
4. Students will come to recognize and apply the various methods of conflict resolution in organizational settings.
5. Students will understand how theory connects to practice in the Dispute Systems Design (DSD).
6. Students will learn to assess and provide interventions by working through several real-life case studies.

Student Learning Outcomes

1. Students will gain a knowledge of systemic and structural aspects of conflict resolution.
2. Students will be able to apply the principles of Dispute Systems Design (DSD).
3. Students will leave the class with basic structural and systemic factors in conflict and conflict resolution.
4. Students will come to appreciate and apply the various methods of conflict resolution in organizational settings.
5. Students will be able to connect theory to practice in the Dispute Systems Design (DSD).
6. Students will learn to assess and provide interventions in Dispute Systems Design.

Required Texts

Business Dispute Resolution by Thomas D. Cavenagh (Sage Publications).

Diagnosing Organizations by Michael Harrison (West Publishing)

Designing Conflict Management Systems by Cathy Costantino and Christina Sickles Merchant (Jossey-Bass Publications).

Reading Supplement, as assigned. Additional readings are provided online, as handouts, or put on reserve at the library.
**Participation in Blackboard.**

This class is offered online. Posting in Blackboard is required on the Discussion Board. You must post all assignments, journals, and quizzes in Blackboard. Late postings will not be accepted. See schedule below.

**Grading Criteria**

Grades will be assessed based on the following criteria:

**Grading Requirements**

Informed, Meaningful, and Active Participation 20%
Journals 10%
Quizzes 30%
Final Paper 20%
Final Comprehensive Exam 20%

**Grading Scale:**

The instructor will use the +/- grading system. Note the following.

97-100 = A+
93-96 = A
90-92 = A-
87-90 = B+
83-86 = B
80-82 = B-
77-80 = C+
73-76 = C
70-72 = C-
67-70 = D+
63-66 = D
60-62 = D-
59 or below = F

Informed, Meaningful, and Active Participation
Each week you will be asked to participate in discussion exercises, and discussions in Blackboard Discussion Boards. See schedule below. Discussion Board postings are graded based on the quality of the information you provide as well as the quality of your writing.
1. You must do the reading on time and have your books available when responding in Discussions Boards.
2. You must answer questions posed by the professor, in the Discussion Boards.
3. You must summarize parts of the text, when asked by the professor, and present a summary to the class on the Discussion Boards.
4. You must post a case study to the class on the Blackboard Discussion Board.
5. You must post your Final Paper in Blackboard. You will be given a detailed set of directions in Blackboard on the Final Paper.

Journals
You will be asked to write a paragraph or two about how you are doing in the course and where you are building strengths. You will also be asked to assess where you need to build skills. There are a total of 10 journals worth one percentage point each.

Quizzes
You will be asked to take three ONLINE multiple choice/true-false quizzes delivered in Blackboard.

Final Examination
You will be asked to take a final multiple choice/true-false exam posted in Blackboard.

Final Paper
The final project is a 12 page paper that will focus on an aspect of Dispute Systems Design (DSD). The paper project is your opportunity to explore DSD in an in-depth way. I want to encourage you to be creative and will give you a good deal of latitude to explore the topic that most interests you. Feel free to approach me with your ideas about a topic. We will discuss final paper topics in class and I post detailed directions in Blackboard.

Writing Criteria
Correct grammar

Concise and logical writing style

Intro – body – conclusion format

At least three credible references

Use any citation style eg. MLA, APA, ASA Chicago, etc, but be sure to be consistent.

Developing Writing Skills
At the University Writing Center trained consultants are ready to help you at any stage of the writing process. It is often helpful for writers to share their work with an attentive reader, and consultations allow writers to test and refine their ideas before having to hand papers in or to release documents to the public. In addition to the important writing instruction that occurs in the classroom and during teachers’ office hours, the center offers another site for learning about writing.

• 1 Academic Dishonesty

The Justice Department refers its students to the Student Handbook concerning plagiarism and other acts of academic dishonesty. The unacknowledged use of the ideas of others is a serious offense that can result in failure.

Each of the following constitutes plagiarism:
1. Turning in as your own work a paper or part of a paper that anyone other than you wrote. This would include but is not limited to work taken from another student, from a published author or from an Internet contributor.
2. Turning in a paper that includes unquoted and/or undocumented passages someone else wrote.
3. Including in a paper someone else’s original ideas, opinions, or research results without attribution.
4. Paraphrasing without attribution.
5. Turning the same paper in for credit in more than one class.

If it’s not your original idea, cite the source. Moreover, if you have gone to the trouble to investigate secondary sources, you should give yourself credit for having done so by citing those sources. Papers that are not entirely original (unlike creative writing) also require a references list at the conclusion of the paper, including all sources from class (as you didn’t create those, either).
Tentative Course Schedule and Topical Outline – SUBJECT TO ANNOUNCED CHANGES

Unit 1 Introduction to Organizational Analysis and Dispute Systems Design (May 28)
Review Syllabus & Class Expectations All undergraduates are encouraged to make use of this important student service. For more information about the writing center’s hours and policies, visit the writing center.
Introductions
ADR Continuum and Dispute Systems Design (DSD)
Organization Change Paradigms – Rational, Natural, and Open
Journal 1 - Introductions

Reading Assignment: Chapter 1 (Costantino); Preface and Chapter 1 (Cavenagh); Chapter 1 (Stitt); Chapter 1 (Harrison)

Unit 2 Organization System, Structure, and Change Perspectives
Perspectives in Organizational Analysis (June 4)
Organizational Development and DSD
Organizational Metaphors
Closed, Open, and Natural Systems
Organizational Analysis and Change
Journal 2
Reading Assignment: Chapter 2 (Cavenagh); Chapter 2 (Harrison) & Harvard supplement

Unit 3 Organizational Development, Dispute Resolution, and A New Paradigm (June 10)
Recognizing Conflict Management as a System
ADR and Systems Design
Transformation
A Paradigm Shift
Interests, Rights, and Power
Journal 3
Reading Assignment: Chapter 3 (Cavenagh); Chapter 2 and 3 (Costantino); and Chapters 6, 7, 8, and 9 (Stitt);
and supplement.

Unit 4 Assessing Individual and Group Behavior and Stakeholder Analysis (June 18)
Stakeholder Analysis
Necessary and Proper Parties
Agency and Groups
Individual and Group Behavior
Cases
Quiz 1
Reading Assignment: Chapter 4 (Costantino), Chapter 4 (Cavenagh), Chapter 3 (Harrison); Chapter 2 and 4 (Stitt); and supplement

Unit 5 Recognizing the Effects of Organizational Power and Politics (June 25)
Bases of Power
Power and Politics
Recognizing Power Imbalance
Organizational Misbehavior
Irresponsible Autonomy
Power and Resistance
Cases
Journal 4
Reading Assignment: Chapter 4 (Harrison); Chapter 5 (Cavenagh); and supplement

Unit 6 Working with the Organizational Culture (July 2)
Diagnosing Culture
Organizational Climate
Organizational Environment
External Features
Internal Features
Structure versus culture
Reforming Organizational Culture
Journal 5
Reading Assignment: Chapter 4 and 5; (Harrison), Chapter 6; (Cavenagh); Chapter 3 (Stitt); and supplement

Unit 7 Dilemmas of Organizational Diagnosis
DSD - Entry and Contracting: Starting the Systems Design Effort (July 9)
The goals, Politics, and Professionalism Dilemma
Entry and Contracting
Cases
Quiz 2
Reading Assignment: Chapter 6 (Harrison); Chapter 5 (Costantino) Chapter 7 (Cavenagh); and Supplement

Unit 8 Constructing Conflict Management Models (July 16)
Constructing Management Models
Organizational Assessment focusing on dispute resolution
Cases
Journal 6
Reading Assignment: Chapter 8 (Cavenagh); Chapters 6 and 7 (Costantino); & Supplement

Unit 9 Capacity Building (July 23)
Training
Assigning Roles
Creating 'Buy-in'
Building a Knowledge Base
Journal 7

Reading Assignment: Chapter 8 (Costantino); Chapter 9 (Cavenagh); Chapter 12 (Stitt) (pp. 155-158); and Supplement

Unit 10 Implementation (July 30)
Implementation
Introducing the New System
Creating Allies
Cases
Journal 8
Reading Assignment: Chapter 9 (Costantino), Chapter 10 (Cavenagh) and Supplement

**Unit 11 Evaluation (Aug. 6)**
Measuring Program Effectiveness
Program Evaluation
Evaluation of Conflict Management Systems
Journal 9
Quiz 3
Work on Final Paper

Reading Assignment: Read Chapter 10 (Costantino); Chapter 10 (Cavenagh); Chapter 12 pp. 159-171 (Stitt); and Supplement

- **Final Paper due Aug. 16**

- **Final Exam – (Available Aug. 11-16)**

**Students with Disabilities** – Please note Disability Services provide a variety of services to assure equal access for all students. Interpreting services, educational assistants, note taking, and exam accommodations for students are the most frequently provided accommodations. The staff of Disability Services works with faculty and students in arranging appropriate services in the classroom. Questions should be directed to the Director of Disability Services at (907)-474-5655. [http://www.uaf.edu/disability/](http://www.uaf.edu/disability/)