



**CAREERS & MANAGEMENT – CAM
OPTION LEADERSHIP – M1 S8
MODULE 1 – CONFLICT MANAGEMENT
CLASS 1 – INTRODUCTION AND
EVALUATION
2024-2025**

Module Content

Week 1 : Introduction, Objectives & Evaluation

Week 2 : Giving Constructive Feedback

Week 3 : Resolving cultural conflicts

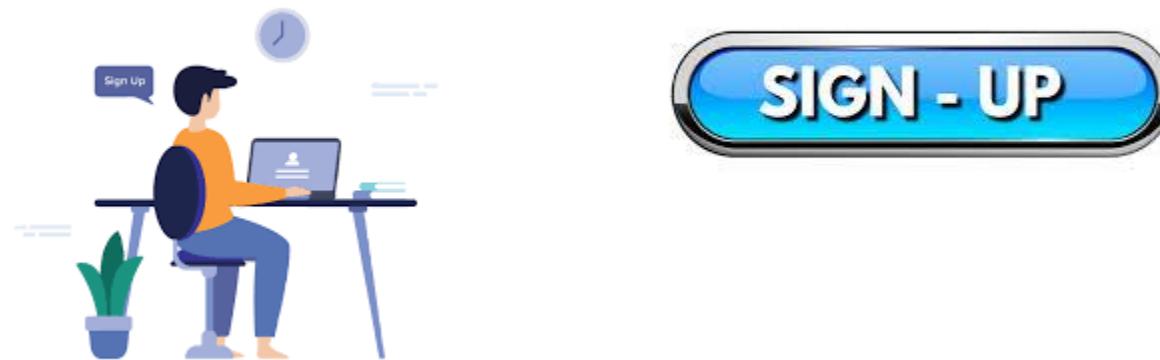
Week 4 : Negotiations

Week 5 : Role Plays

Week 6 : Role Play REX and Moodle Quizz

DISCLAIMER

- You will be working in groups throughout this module.
- If you have NOT signed up to this module, you will not be assigned a group and you will NOT receive a grade for this class
- **ACT NOW, NEXT WEEK IS ALREADY TOO LATE!!!!**



Team work is dream work ☺

- FISE SN Team lists : <https://lite.framacalc.org/k0z60paupy-acac>
- FISE 3EA Team lists : <https://lite.framacalc.org/pzxasftlmj-acac>
- FISE MF2E Team Lists : <https://lite.framacalc.org/w9rqevs4sk-acac>
- FISA Team lists : <https://lite.framacalc.org/qwhladp8k5-acac>

Disclaimer *If you do not have a team, you will not have a grade.
Teams must be finalised by week 2.*

Evaluation

- Team Role Play – 50%
- Other teams Role Play Evaluation and REX – 25%
- Moodle Quizz – 25%
- Once you have formed your teams, please sit together and you will be given your case study to be used in each class.

Role Play

- Each team will be given a role play case study scenario
- Each week you must identify the situations which are relevant to your role play. You must identify the conflict scenario and use the class techniques to resolve the issue.
- On the day of the role play the team may either act out the role play in front of the class or present their resolution strategy to the class.
- Application of class learning will be the main evaluation criteria.
- Each team will also evaluate the other teams
- Final grades will be a mix of the class and teachers evaluation

Role Play Evaluation Grid

Criteria	Description	Points	Comments
Understanding constructive feedback techniques	Demonstrates a clear understanding of how to give constructive feedback and applies techniques	4	
Cross-Cultural Framework	Applies Erin Meyer's frameworks to analyze and resolve conflicts effectively.	4	
Negotiation Techniques	Uses appropriate negotiation strategies to find win-win solutions.	4	
Inclusion of Thomas-Kilmann	References the Thomas-Kilmann model and integrates it into their resolution approach.	2	
Presentation Skills	Communicates ideas clearly, maintains audience engagement, and uses visual aids effectively.	3	
Team Collaboration	Demonstrates effective collaboration and integrates team input into the presentation.	3	

Role Play Evaluation

- Each team must download the evaluation form on moodle
- They will complete a different evaluation form for each team evaluated and then upload all the evaluations together.
- **ONLY THE TEAM LEADER WILL UPLOAD THIS DOCUMENT**
- In the final class, each team will present a brief REX to the class of ONE of the role plays that they saw the week before.
- They will focus on what went well, what could be improved and what could be added

REX Evaluation Grill

Criteria	Description	Points
Analysis of Other Team's Work	Demonstrates a clear understanding of the other team's conflict scenario and resolution approach.	3
Use of CM Frameworks	Effectively identifies and evaluates PCM, Erin Meyer's frameworks, and negotiation techniques used.	3
Constructive Feedback	Provides balanced feedback, highlighting strengths and areas for improvement in a constructive manner.	2
Presentation Skills	Communicates findings clearly, engages the audience, and supports points with evidence.	2

WHAT IS CONFLICT???



Collins Dictionary defines conflict as...

1. uncountable noun

Conflict is serious disagreement and argument about something important. If two people or groups are in conflict, they have had a serious disagreement or argument and have not yet reached agreement.

2. uncountable noun

Conflict is a state of mind in which you find it impossible to make a decision.

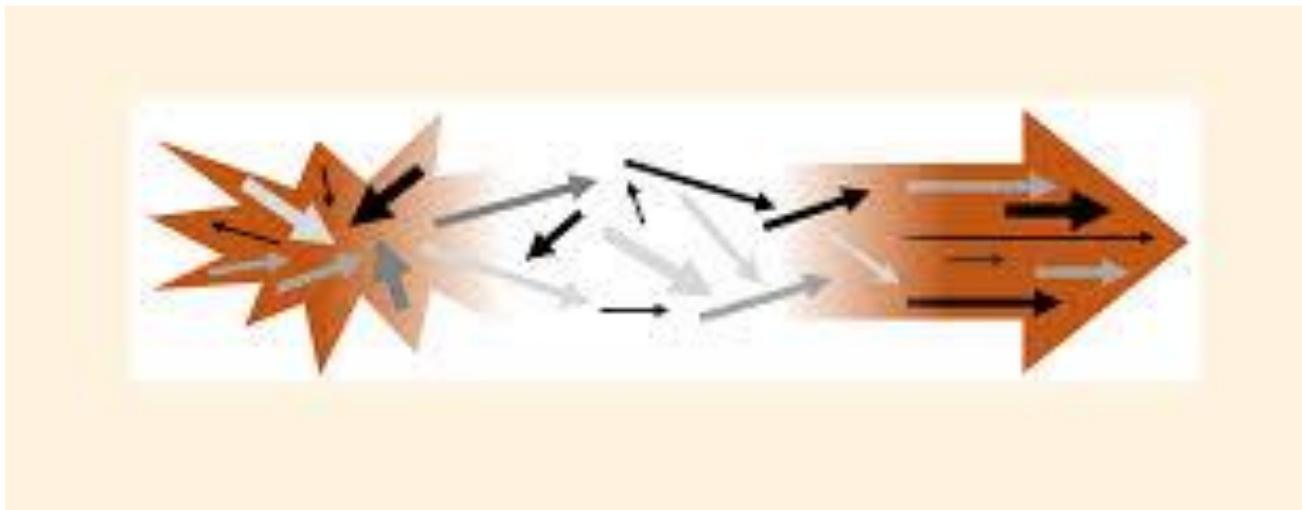
3. variable noun

Conflict is fighting between countries or groups of people.

4. variable noun

A conflict is a serious difference between two or more beliefs, ideas, or interests. If two beliefs, ideas, or interests are in conflict, they are very different.

What are the two main types of conflict?



Two types of conflict

- Conflict can be both:
- **Destructive:** It can harm relationships, lower morale, and disrupt project progress when mishandled.
- **Constructive:** It can stimulate creative solutions, improve decision-making, and strengthen team dynamics when managed properly.
- ***Key Message:*** *Conflict is not always bad—it's how we handle it that matters.*

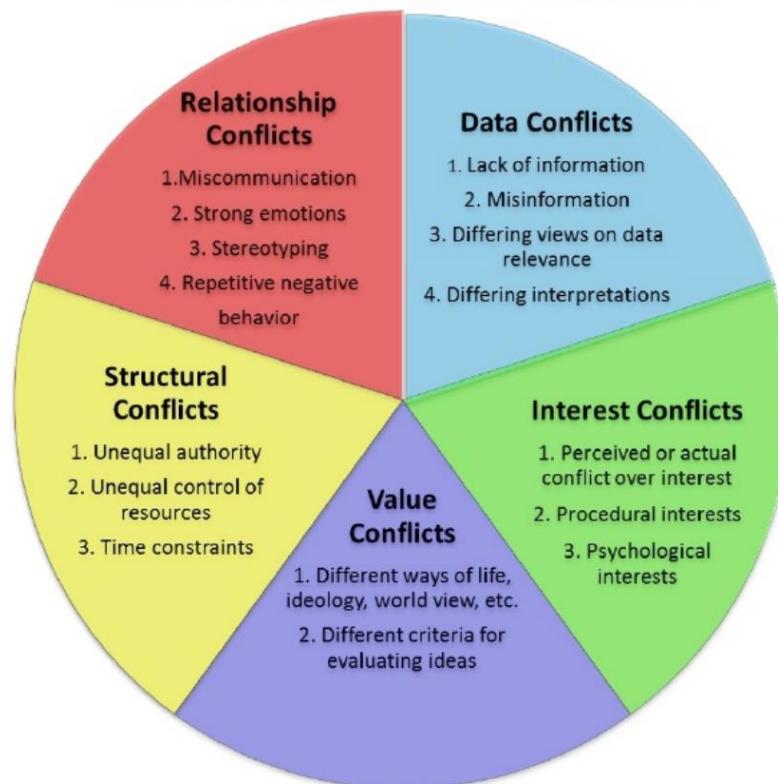
Discussion

Can you think of how conflict could be constructive as Engineers?



What causes conflict in the workplace?

Causes of Conflict

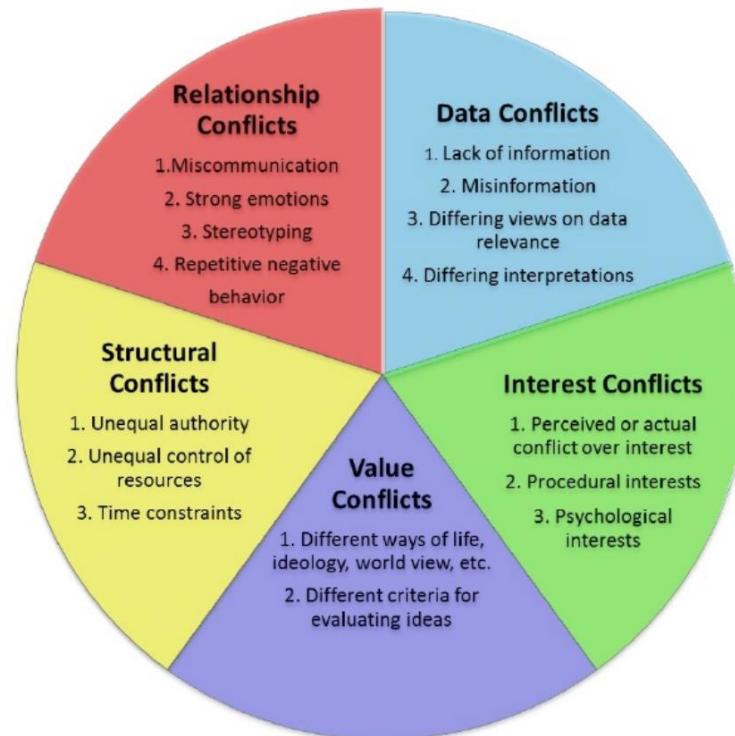


Adapted from:

Christopher Moore, *The Mediation Process*, Third Edition (San Francisco: Jossey-Bass), 2003.

Examples....

- Take 5 minutes to discuss in your teams either personal experience, or known examples from popular culture of a source of conflict from the circle of conflict



Adapted from:
Christopher Moore, *The Mediation Process*, Third Edition (San Francisco: Jossey-Bass), 2003.

3 Reasons Conflict Management is necessary in Engineering...

1. Teamwork

- Engineering projects are often collaborative, requiring input from multiple disciplines and individuals. If conflicts are left unresolved, it can harm team dynamics and overall performance.



2. Client Relations:

- Engineers frequently interact with clients who have their own expectations and constraints. Misunderstandings or conflicts with clients can lead to project delays or financial losses if not handled professionally.



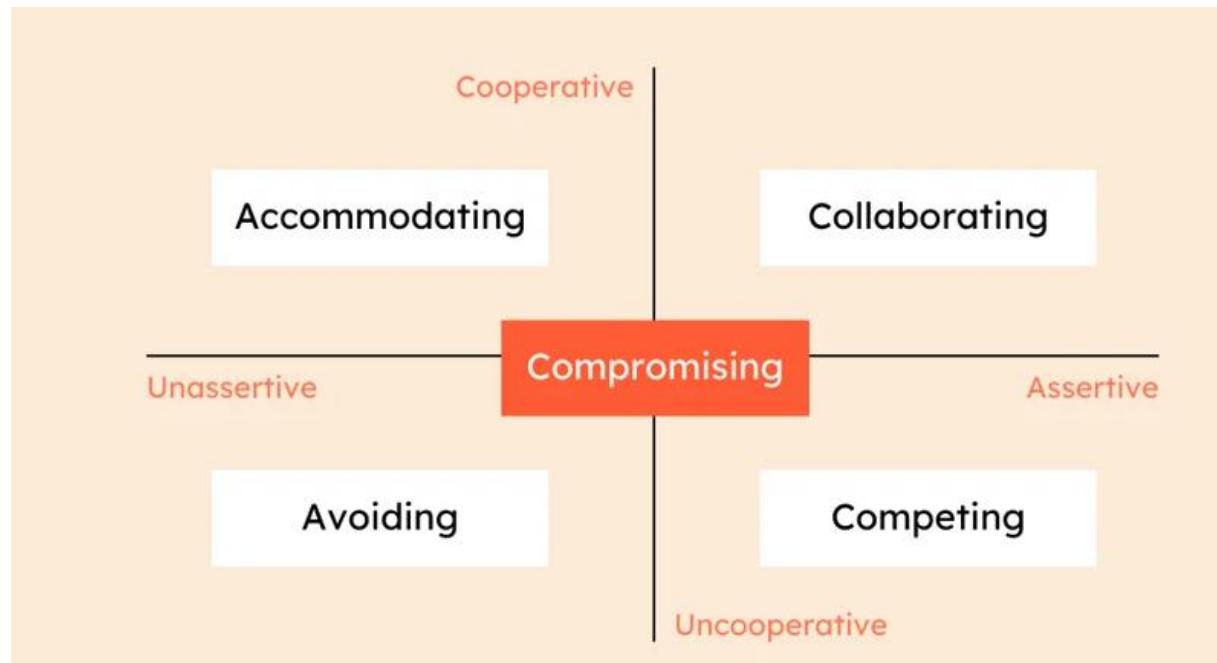
3. Project Success

- Conflict over technical choices, project scope, or timelines can derail a project if not addressed early. Effective conflict resolution helps teams stay on track and deliver successful outcomes.
- **Key Message:** In the engineering world, unresolved conflict can cost time, money, and professional relationships. Developing strong conflict management skills is crucial to ensuring project success.



What is your CM Style ?

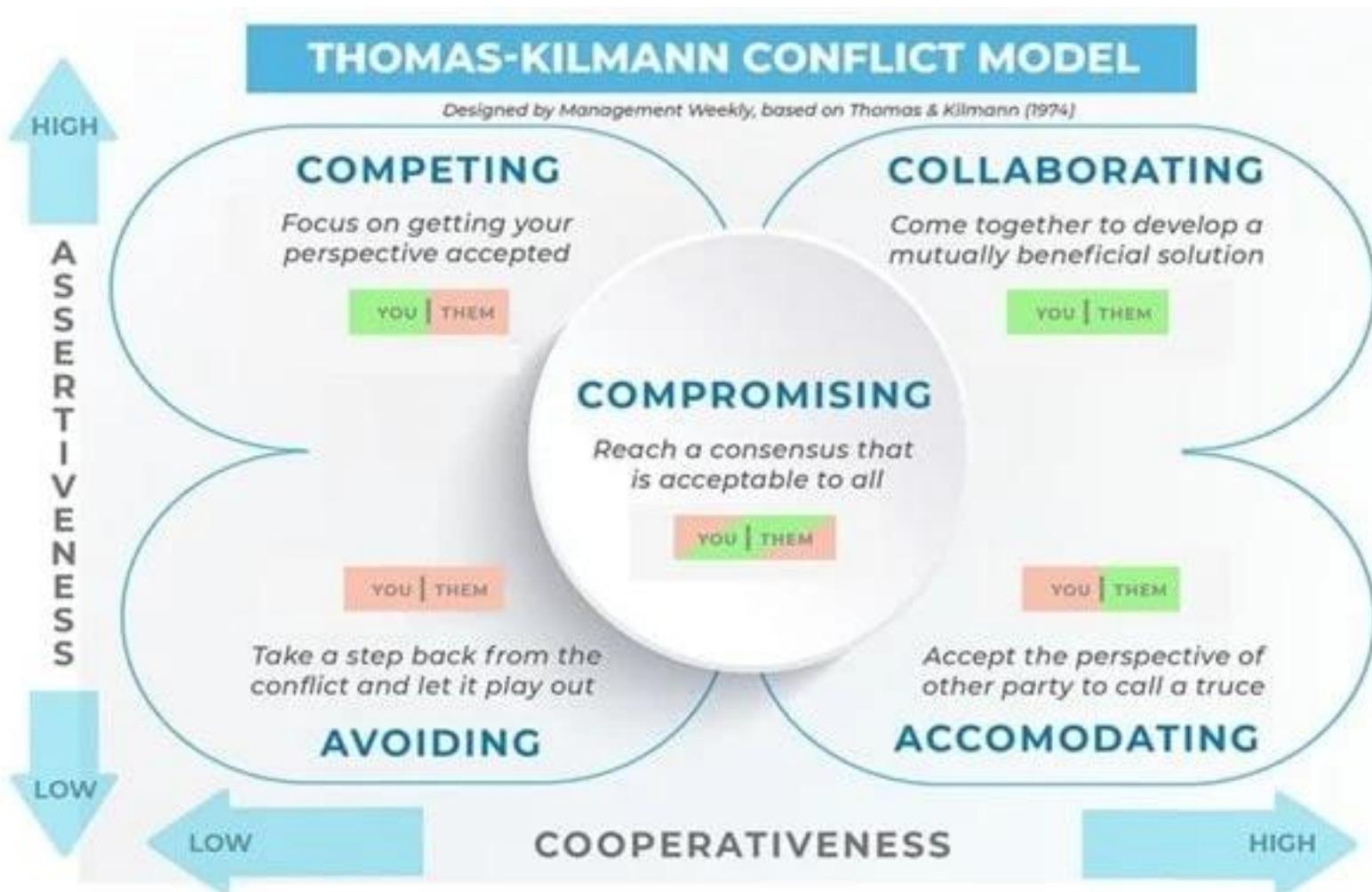
- <https://www.usip.org/public-education-new/conflict-styles-assessment>



Role Play Exercise

- In your teams play out the following scenarios.
- At least one person will be the initiator, while the others responds, swap and use different techniques, there should be at least one « observer » for each role play
- **Scenario 1:** A group of coworkers are arguing over who should take on a particular project, all are feeling overwhelmed by their workload.
- **Scenario 2:** Some/One team member(s) feel frustrated because they feel their ideas are not being heard during a group project.
- **Scenario 3:** A/some student(s) feels that their friend(s) is not pulling their weight in a group assignment and confronts them.

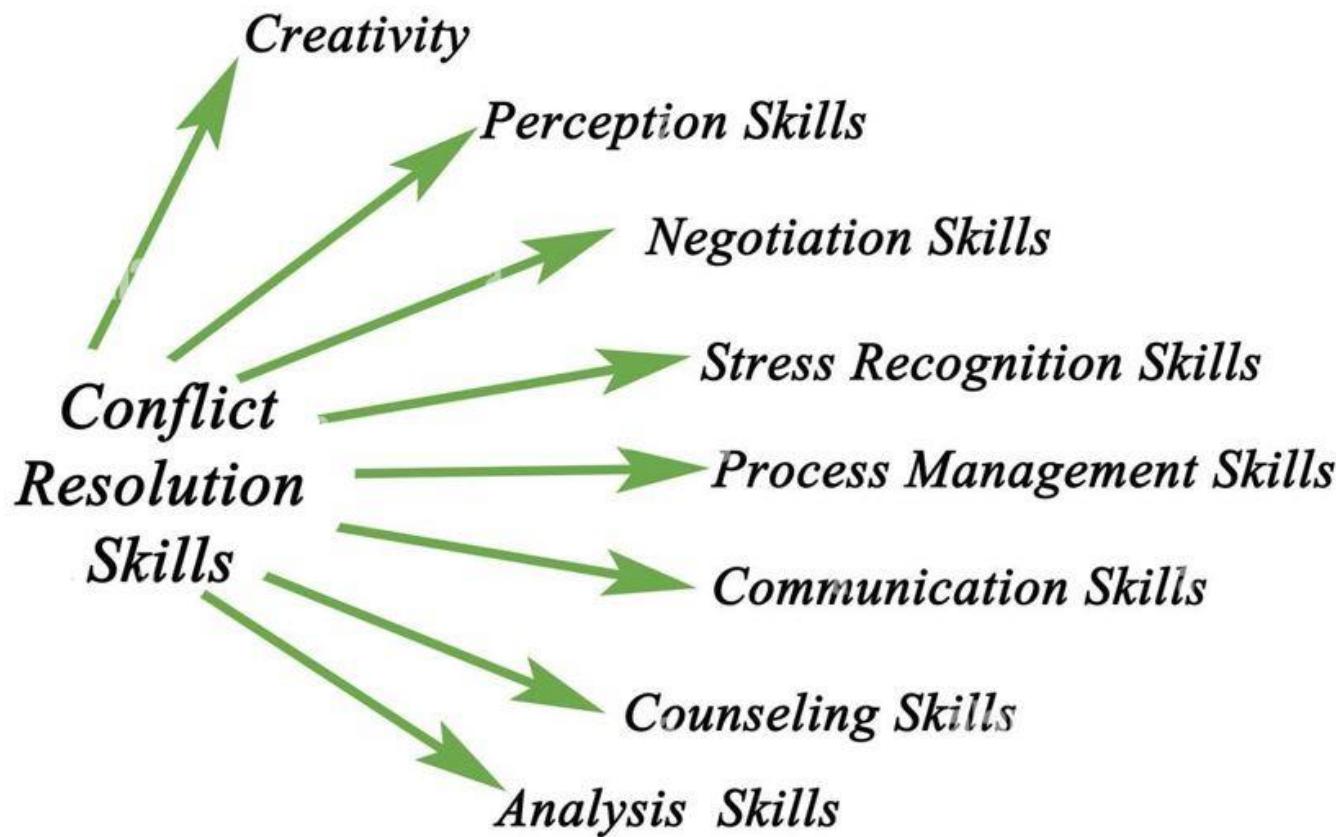
The Thomas-Kilmann Model of conflict resolution



Debrief

- *How did it feel to manage conflict using these strategies?*
- *What worked well in your conversation?*
- *What would you do differently next time?*
- *How can you apply these skills in real-life situations?*

Skills For Resolving Conflicts



A lesson from Bluey...

Mum suggests Bluey asks herself if she wants to be **RIGHT**, or if she wants the game to keep going. Because sometimes you can't have both.



<https://www.youtube.com/watch?v=aP-qKaig84M>

Actions

- In your groups, develop a simple “Conflict Resolution Guide” for your future engineering teams. The guide should include:
 - Steps to handle disagreements.
 - A protocol for communication.
 - Tools for de-escalation and negotiation.

Each group must present their guide to the class.

The rest of the class must give feedback and suggest improvements.