

Course Details	
Course Code: HSA635	Professor:
Course Title: Methods of Health Care Negotiation & Conflict Resolution	E-Mail:
Program: Master in Healthcare Management	Term:
Credits: 3	Schedule:
Contact Hours: 48	Delivery:
Prerequisites:	Campus: AU Sunnybrook Road
Course General Information	
Course Description:	

This course provides an advanced and applied examination of negotiation and conflict resolution within healthcare organizations and systems. Students analyze the sources, dynamics, and consequences of interpersonal, team, organizational, interorganizational, and policy-related conflicts affecting healthcare delivery, workforce performance, stakeholder relationships, and organizational effectiveness.

The course examines leadership, emotional intelligence, communication, power, interests, cognitive bias, culture, diversity, ethical values, and organizational structures as factors influencing negotiation processes and outcomes. Students explore distributive and integrative negotiation, interest-based bargaining, BATNA, ZOPA, mediation, facilitation, collaborative problem-solving, and other structured approaches to conflict management.

Particular attention is given to negotiations involving multidisciplinary teams, patients, providers, administrators, communities, government agencies, insurers, vendors, and global health stakeholders. Students evaluate how diversity, equity, inclusion, professional responsibility, ethical principles, and cultural awareness contribute to fair and sustainable outcomes.

Through case studies, simulations, role-playing exercises, self-assessments, and collaborative activities, students develop the competencies required to prepare for negotiations, communicate effectively, evaluate alternatives, manage conflict, and build consensus. The course culminates in the development and application of a structured healthcare conflict resolution and negotiation strategy.

Course Learning Outcomes (CLOs)

Through competency-based learning activities, students will strengthen the following MSHM competencies: Analytical Thinking, Organizational Awareness, Communication Skills, Interpersonal Understanding, Team Leadership, Community Collaboration, Strategic Orientation, Accountability, Project Management, Performance Measurement, Professional and Social Responsibility, Self-Awareness, and Self-Confidence.

Upon successful completion of this course, students will be able to:

- **CLO 1.** Analyze the sources, dynamics, stakeholders, and organizational consequences of negotiation and conflict within healthcare environments.
- **CLO 2.** Apply evidence-based negotiation strategies and communication techniques to healthcare situations involving competing interests, power differences, and complex stakeholder relationships.

- **CLO 3.** Apply collaborative leadership, interpersonal, and conflict-resolution approaches to support multidisciplinary teamwork, consensus building, and constructive stakeholder engagement.
- **CLO 4.** Evaluate negotiation alternatives, risks, stakeholder interests, and potential outcomes to support accountable and strategically aligned healthcare decisions.
- **CLO 5.** Develop structured negotiation and conflict-management approaches using preparation, implementation, monitoring, and performance-evaluation methods.
- **CLO 6.** Evaluate negotiation and conflict-resolution decisions using ethical principles, cultural awareness, self-awareness, and professional and socially responsible leadership practices.

CLO-Competency-PLO Alignment Matrix

The following matrix demonstrates the alignment among the Course Learning Outcomes (CLOs), the MSHM program competencies, and the corresponding Program Learning Outcomes (PLOs). It illustrates how each course outcome contributes to the progressive development of the analytical, interpersonal, leadership, and ethical competencies expected of healthcare managers.

Course Learning Outcome	MSHM Competencies	PLO Alignment
CLO 1	Analytical Thinking; Organizational Awareness; Interpersonal Understanding	PLO1, PLO2
CLO 2	Communication Skills; Strategic Orientation; Analytical Thinking; Self-Confidence	PLO1, PLO2, PLO3
CLO 3	Communication Skills; Interpersonal Understanding; Team Leadership; Community Collaboration	PLO1, PLO3
CLO 4	Analytical Thinking; Accountability; Performance Measurement; Strategic Orientation	PLO2, PLO6
CLO 5	Project Management; Communication Skills; Team Leadership; Accountability	PLO1, PLO3, PLO6
CLO 6	Professional and Social Responsibility; Self-Awareness; Interpersonal Understanding; Accountability	PLO3, PLO4

Module Alignment

Module	Topic	Primary Assessment Evidence	CLO Alignment
1	Leadership and Negotiation in Health Care Teams	Group discussion and role-playing; Hospital Leadership and Team Dynamics case study; Leadership Styles Reflection discussion	CLO 1, CLO 2, CLO 3

Module	Topic	Primary Assessment Evidence	CLO Alignment
2	Emotional Intelligence and Negotiation in Health Care	Teamwork simulation and post-simulation reflection; Personality Test Results presentation; Emotional Intelligence Self-Assessment discussion	CLO 2, CLO 3, CLO 6
3	Individual Factors in Negotiation and Conflict Resolution	Individual Factors negotiation case study; assigned-article analysis and discussion	CLO 1, CLO 2, CLO 6
4	Negotiation Strategies	Negotiation simulation and strategy evaluation; Negotiation Strategy Development assignment	CLO 2, CLO 4, CLO 5
5	Diversity Equity and Inclusion in Health Negotiation	DEI case study, group discussion, and role-playing; group presentation and reflection; DEI discussion; Case Study Analysis	CLO 2, CLO 3, CLO 6
6	Negotiation in Global Health Policies	Conflict Styles Assessment, group discussion, and role-playing; Global Health Diplomacy video analysis; Negotiation in Global Health Policies assignment	CLO 1, CLO 2, CLO 3, CLO 4, CLO 6
7	Ethics and Negotiation	Ethical Dilemma in Healthcare Negotiation discussion; Literature Review on Ethical Issues in Healthcare Negotiations	CLO 4 CLO 6
8	Effective Conflict Management	Famous Negotiators comparative presentation; group conflict-case document and presentation; Healthcare Conflict Scenario discussion; integrative conflict-management simulation	CLO 1 CLO 6

In this course, students will develop core competencies essential for effective negotiation, leadership, and conflict resolution in healthcare settings. Emphasis will be placed on team dynamics, emotional intelligence, individual factors influencing negotiation, negotiation strategies, diversity, equity and inclusion, global health diplomacy, and ethical decision-making. Students will examine how these dimensions shape communication, collaboration, and the management of competing interests within healthcare organizations.

Through simulations, role-playing, case studies, reflective assessments, discussions, and collaborative presentations, students will apply negotiation and conflict-management strategies to complex healthcare scenarios. Upon completion, students will be equipped to evaluate negotiation approaches, address ethical dilemmas, manage interpersonal and organizational conflicts, and develop collaborative solutions that support effective teamwork and organizational goals.

Course materials/learning resources:

• **Main Textbook:** • Negotiation & Conflict Management: A Different Perspective by Johannes Jurgens Du Toit | 2023. Kindle Edition.
Textbook: • Looking Out, Looking In by Ronald B. Adler, Russell F. Proctor II 16th Edition | 2023. ISBN-13: 9781337798518 Cengage

Assessment Classification and CLO Alignment

The following distribution identifies the graded evidence for each assessment category. Foundational components assess accurate explanation, comparison, and structured self-awareness; applied components assess diagnosis, preparation, interaction, adaptation, decision-making, outcome evaluation, and justified recommendations. The level assigned to each component must be reflected in its scoring rubric.

Assessment	Weight	CLO	Competency	Level	Classification rationale
Foundational self-assessments and discussion components	15%	CLO 1–3, CLO 6	Self-Awareness; Interpersonal Understanding; Communication Skills	Lower	Verifies accurate understanding of leadership, emotional intelligence, conflict styles, negotiation concepts, and professional behavior.
Conceptual reflections and video or article analyses	15%	CLO 1–2, CLO 6	Analytical Thinking; Organizational Awareness; Communication Skills	Lower	Assesses comprehension and accurate explanation or comparison of negotiation concepts, stakeholder factors, and observed practices.
Healthcare negotiation and conflict case analyses	15%	CLO 1–4, CLO 6	Analytical Thinking; Organizational Awareness; Interpersonal Understanding	Higher	Requires diagnosis of stakeholders, interests, causes, risks, power relationships, alternatives, and likely consequences.
Role plays and negotiation simulations	20%	CLO 2–6	Communication Skills; Team Leadership; Interpersonal Understanding; Accountability	Higher	Requires preparation, consequential interaction, adaptation, collaborative leadership, individual accountability, and outcome evaluation.
Negotiation strategy, global health, and ethical decision analyses	15%	CLO 2, CLO 4–6	Strategic Orientation; Project Management; Professional and Social Responsibility	Higher	Requires BATNA and ZOPA planning, cross-cultural or ethical analysis, risk evaluation, and a justified decision or implementation approach.
Integrative conflict-management project and presentation	20%	CLO 1–6	Multiple competencies	Higher	Requires integration of conflict diagnosis, strategy, stakeholder engagement, leadership, ethical reasoning, performance evaluation, presentation, and defense.

Grading Scale Policy

Performance Level	Grade	Percentage
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Exceeds Expectations	A	90–100%
Meets Expectations	B	80–89%
Minimally Meets Expectations	C	70–79%
Does Not Meet Expectations	D/F	Below 70%

This format is consistent with graduate-level expectations: a grade of C (70–79%) represents the minimum performance level that meets course requirements, while any final score below 70% is classified as Does Not Meet Expectations.

Assessment Category	Earned Percentage
Foundational self-assessments and discussion components	15%
Conceptual reflections and video or article analyses	15%
Healthcare negotiation and conflict case analyses	15%
Role plays and negotiation simulations	20%
Negotiation strategy, global health, and ethical decision analyses	15%
Integrative conflict-management project and presentation	20%
Total	100%

Note: The grade will be released weekly during the academic term and according to the curriculum, the learning pace and the performance of the students in this class.