PADM 2200 INTRODUCTION TO CONFLICT RESOLUTION - SPRING 2026

Instructor Information

Instructor: Emmanuel Kems Bigodza (Teaching Fellow)

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> This syllabus can change in response to UNT policies. If a were to occur, students will be given advanced notice and a copy of the changes.

Class Meeting Arrangements:

Mode of Participation – Fully Online

Optional Weekly Virtual Meetings: Wednesdays 9:30 am to 11:00 am

Office Hours:

Meetings by appointment (In-person option is also available**).**
Online: Wednesday: 11:00 am to 12:00 pm.

Welcome to UNT and this course!

I am delighted to have you in this course and look forward to our time together as we explore the dynamics of conflict and the art of finding constructive solutions.

Conflict is an inevitable part of life – at home, at work, and in our communities. How we understand, approach, and manage conflict not only shapes our personal relationships but also impacts on our professional success and broader social harmony. In this course, we will examine the causes and consequences of conflict, delve into theories and strategies of resolution, and build practical skills to respond thoughtfully in challenging situations.

Throughout our time together, you will have many opportunities to reflect on your own experiences, engage in thoughtful discussions, participate in role-plays and case studies, and develop tools you can use well beyond the classroom. My goal is to create an inclusive and respectful environment where diverse ideas and perspectives are valued, and everyone feels comfortable contributing.

Whether you are here to strengthen your communication skills, aspire to mediate disputes, or simply wish to gain a deeper understanding of human interactions, I am excited to support your learning journey. Please know that your questions, insights, and participation are important to our collective success.

This syllabus outlines several expectations of you, me, and UNT and how we will work together to make this a powerful experience for you and your classmates. Let us start with a list of the most important topics on which to focus:

- Familiarize yourself with the course and syllabus.
- Commit to engage and learn.
- Engage in mutual respect.
- Communicate effectively and work to avoid miscommunication.
- Be ready with your technology.
- Comply with UNT policies.
- Find the support you may need.

Familiarize yourself with the course

Course Description

This course introduces the phenomenon of conflict as we experience it in our personal, academic, political, and professional lives. Students explore the many processes and methods in which conflict may be addressed and resolved, including negotiation, mediation, arbitration, and litigation, through case studies and role-playing.

Course Structure

This is an **ONLINE** course with **ALL** content and assessments online. However, I have added a **weekly optional meeting**, where we can meet to discuss the activities of the week and respond to some questions that you may have. **However, it is important to emphasize that this meeting is completely optional for students and students would not be penalized for non-attendance**. Content is delivered each week in modules, and any scheduled due dates are shared in each module. Each week's module is available on Monday so students may prepare, and complete activities and assignments as scheduled.

Course Prerequisites

There are no pre-requisite courses for this course. This course is the first in a series in the undergraduate conflict resolution certificate and the conflict resolution minor in the Department of Public Administration. See https://hps.unt.edu/padm/welcome-public-administration for more information.

Course Objectives

By the end of this course, students will be able to:

1. Understand the nature of conflict.
2. Determine effective communication strategies to use in conflict.
3. Understand theories of conflict.
4. Respond to different sources of conflict.
5. Distinguish between a variety of conflict resolution processes.
6. Make determinations about effective conflict resolution processes to use in conflict.

Materials

Required course text
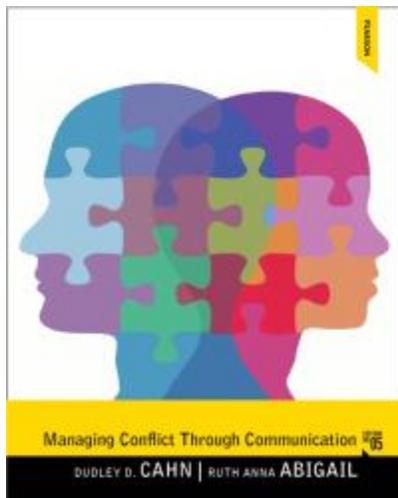
Managing Conflict through Communication

By: Dudley D. Cahn and Ruth Anna Abigail

Publisher: Pearson
Print ISBN: 9781292041193, 1292041196
eText ISBN: 9780133556964, 0133556964
Edition: 5th
Copyright years: 2014, 2020

You can also access this text by checking it out at the Reserves Desk at the Eagle Commons/Sycamore Library for a period of 2 hours.

Commit to engage and learn

Teaching Philosophy

I am eager to engage students who are independent learners and critical thinkers and who are eager to improve their conflict-resolution skills. My style of teaching is best described as *"experiential"* as I like to share my experience with the academic materials covered in class. I hope to challenge students to stretch beyond their

current understanding of conflict to further develop their conflict resolution skills. This can be exciting and enjoyable, so let us move forward and make this a memorable, practical experience.

Course Requirements and Schedule

To maximize your learning, there are a variety of learning formats including class discussions; experiential learning activities, including individual and group work; quizzes; written assignments; and a final exam. Instructions, expectations in quality, grading rubrics, and due dates are provided in each to ensure that you have the tools to complete each of the requirements. Each activity, quiz, and assignment explores specific concepts in an assigned chapter(s). Each unit will be assessed by a unit quiz and the final exam is cumulative.

We will follow this schedule unless there is a need for revision. Errors and unforeseen circumstances may occur, and it is in the instructor's and UNT's discretion to make changes that support student learning. Any changes to the schedule will be reflected in this syllabus and the relevant modules in Canvas.

Breakdown of assignments with associated points and percentages of course grade

Week	Date (Year is 2026)	Modules	Reading Assignment	Assignment	Points	Due Date
Week 1	Jan. 12 – 18	Self-Introduction Course Introduction Syllabus discussion	-	-	-	-
Part 1: Managing the Conflict -						
Week 2	Jan. 20 – 25	Introduction to the Study of Conflict Communication	**Chapter 1-** Managing Conflict through Communication By: Dudley D. Cahn and Ruth Anna Abigail (Edition: 5th)	Assignment 1	**50**	Jan. 25 @11:59 pm
Week 3	Jan. 26 – Feb 1	Communication Options in Conflict	Chapter 2 - Managing Conflict through Communication	Assignment 2	**50**	Feb 1 @11:59 pm
Week 4	Feb. 2 – 8	Managing Conflict from a Theoretical Perspective	Chapter 3 - Managing Conflict through Communication	Quiz 1	**100**	Feb 8. @11:59 pm

Week 5	Feb. 9 – 15	Responding to Conflict: A Practical Guide to Managing Your Own Conflicts	Chapter 4 - Managing Conflict through Communication	Assignment 3	**50**	Feb 15. @11:59 pm
Week 6	Feb. 16 – 22	Unit Quiz	**Chapters 1 - 4**	**Quiz 2**	**100**	Feb. 22 @11:59 pm
Part 2: Breaking the Cycle of Escalation						
Week 7	Feb. 23 – March 1.	Managing Violent Tendencies	Chapter 5 - Managing Conflict through Communication	Assignment 4	**50**	March 1. @11:59 pm
Week 8	March 2 – March 8.	Managing the Conflict Climate	Chapter 6 - Managing Conflict through Communication	Assignment 5	**50**	March 8. @11:59 pm
Week 9	March 9 – March 15.	**SPRING BREAK**				
Week 10	March 16 – March 22.	Managing Face	Chapter 7 - Managing Conflict through Communication	**Quiz 3**	**100**	March 22. @11:59 pm
Week 11	March 23 – March 29.	Managing Stress & Anger	Chapter 8 - Managing Conflict through Communication.	Assignment 6	**50**	March 29 @11:59 pm
Week 12	March 30 – April 5.	Managing Conflict Through Forgiveness	Chapter 9 - Managing Conflict through Communication.	Assignment 7	**50**	April 5. @11:59 pm
Week 13	April 6 - 12	Weekly Quiz	Covering Chapters 5-9,	**Quiz 4**	**100**	April 12. @11:59 pm
Part 3: Broadening Our Understanding of Conflict Processes						
Week 14	April 13- 19	Chapters 10 – 11	Chapter 10 – 11			
Week 15	April 20 - 26	Chapters 12-13				
Week 16	April 27 - 30	**(Finals Week):**	**Final Individual Paper Submission**		**150 points**	
			Final Exams		**200 points**	

Requirements	Number x Number of Points	Percentage of course grade
Individual Assignments	7 x 50 points = 350 points	35%
Quizzes	4 x 100 points = 400 points	40%
Final Individual Paper	1 x 150 points = 150 points	15%
Final Exams	1 x 200 points = 100 points	10%

Grading

The standard scale below will be used for grading:

A = 900-1000

B = 800-899

C = 700-799

D = 600-699

F = 500-599

Bonus points -

Student completion rate of SPOT survey and other activities described in the course schedule *may* create opportunities for bonus points.

Activity & Assignment Policy

Students may use their course text and all online course content to complete activities and assignments. Students are expected to engage in class activities to complete activities and assignments. Activities and assignments may differ each week. Due dates and specific assignment instructions will be given. These may differ each week.

Academic Integrity Guidance on GenAI Spring 2026

Introduction and Overview

Generative Artificial Intelligence (GenAI) refers to software systems and platforms that create new content, such as text, images, audio or video using generative models. These models identify patterns from large datasets, enabling them to generate data in response to specific prompts, which in many ways can resemble human-created content.

At the University of North Texas, we value creativity and aim for all members of our community to thrive in an ever-changing world. In line with these values, it is critical that we prepare our academic community to embrace AI literacy by intentionally incorporating the use of GenAI into relevant learning experiences.

The following guide is intended to support our community in creatively exploring the benefits of GenAI in the teaching and learning process, while mitigating inappropriate or detrimental use of GenAI, such as students' reliance on automated content without critical engagement.

Class Policy

In this course, the use of GenAI tools is limited. Any additional use requires explicit permission, proper citation, and authentic student work. What this means is that students are allowed to engage GenAI in some cases such as assignments, consultations, and other responsible uses. However, this limited use is subject to evidence of not more than 20% of your submissions based on Turnitin's GenAI detection tool by UNT. Tasks such as quizzes and exams should be completed independently without any reliance on GenAI.

Penalties

Penalties for unauthorized use of GenAI and violation of these policy guidelines with result in the following

Loss of 20% of points if there is evidence of 20% or more GenAI.

Loss of 35% of points if there is evidence of 50% or more GenAI.

Loss of 70% of points if there is evidence of 65% or more GenAI.

Loss of 100% of points if there is evidence of 80% or more GenAI.

Quiz and Examination Policy

Students may use their course text and all online course content to complete quizzes and exams. Students may not share information or seek assistance or information from each other, other persons, or other materials. Each quiz or exam is timed and has a deadline for completion. Each quiz will be made available from the start of the week and will be due on Sunday at 11:59 pm. Please read the on-screen instructions carefully before beginning. After all quizzes and exams are graded and released, the score and relevant feedback will be posted in Canvas.

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty that prevents students from completing a time-sensitive assessment activity, the instructor will extend the time windows and provide appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the students to resolve any issues at the earliest possible time.

Late Work

I base decisions regarding acceptance of and credit for late work consistent with UNT and course policies. An extension may be given under limited circumstances, including but not limited to, the

student's or a close family member's illness or injury; death of a close family member; or other major life event. If a student believes they will miss or has missed assigned coursework, **the student must contact me within two (2) days after the coursework's due date has passed.** The student must provide written documentation of any such event upon request. If a student fails to timely contact me and/or provide the requested documentation, the student will not be given additional time to complete the assigned coursework and will receive no credit for the assigned coursework. The work missed may be difficult to make up because class activities and discussions cannot be fully replicated. Any makeup work is at the discretion of the instructor.

Attendance Policy
Students are expected to engage in class activities <u>regularly</u> and to abide by the policy established for the course.

Course Videos & Recordings
Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes.   Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

<u>Engage in mutual respect.</u>

Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- It is my intent that students from all diverse backgrounds, perspectives, and abilities be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that the students bring to this class be viewed as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture.
- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language based on race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated. I will respond to acts of disrespect through individual conversations and, if appropriate in my discretion, will take further steps consistent with UNT and department policies.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use "I" statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual's experiences.

- Use your critical thinking skills to challenge other people's ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as "YELLING!"
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using "text-talk" unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these Engagement Guidelines (https://clear.unt.edu/online-communication-tips) for more information.

Communicate effectively and work to avoid miscommunication.

Instructor Responsibilities and Feedback
I am committed to providing students with an excellent learning experience that you can integrate into their personal and professional worlds. I make every effort to provide clarity, meaningful guidance, and practical feedback to you. I believe that students are rewarded for their efforts and that they earn the grades they receive. I make myself available to support, guide, and instruct to ensure students' needs are met.

For all course-related questions, please read this syllabus carefully before seeking assistance.

- For face-to-face communication, please make an appointment or drop by during office hours.
- For digital communication, please send a message in Canvas.
- For phone conversations, please call the office number.

Students can expect a response from me within 24 hours of sending a message *during business hours*. Messages may not be answered during the weekend. If your concern is urgent *during business hours*, please call the office number provided and speak with me by phone or leave a message. If you leave a message *outside of business hours*, you can expect to receive a response no later than one full business day after the message is left.

Course Evaluation

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course. The SPOT survey will be available **at the end of the semester**.

Be ready with your technology

Minimum Technology Requirements
The technology requirements for students include:

- Computer with monitor

- Reliable internet access
- Speakers
- Microphone (to complete some activities or assignments)
- Webcam (to complete some activities or assignments)
- Plug-ins
- Microsoft Office Suite
- [Canvas Technical Requirements](https://clear.unt.edu/supported-technologies/canvas/requirements) (https://clear.unt.edu/supported-technologies/canvas/requirements)

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT, we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UIT Help Desk: [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm) (http://www.unt.edu/helpdesk/index.htm)
Email: helpdesk@unt.edu
Phone: 940-565-2324
In Person: Sage Hall, Room 130
Walk-In Availability: 8 am-9 pm
Telephone Availability:
- Sunday: noon-midnight
- Monday-Thursday: 8 am-midnight
- Friday: 8am-8 pm
- Saturday: 9 am-5 pm

Laptop Checkout: 8am-7 pm

For additional support, visit [Canvas Technical Help](https://community.canvaslms.com/docs/DOC-10554-4212710328) (https://community.canvaslms.com/docs/DOC-10554-4212710328)

Comply with UNT policies

Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. I reserve the right to use my discretion to use the following corrective measures in each occurrence of an academic integrity violation:

- Admonition and counseling
- Reduction in points
- Request that an assignment, activity, quiz, or exam, including a new one, be completed
- Refusal to accept an assignment, activity, quiz, or exam

- Failure in the course

ADA Policy

UNT makes reasonable academic accommodations for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member before implementation in each class. For additional information see the ODA website (https://disability.unt.edu/).

Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigations and takes remedial action when appropriate.

Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classrooms, labs, discussion groups, field trips, etc. Visit UNT's Code of Student Conduct (https://deanofstudents.unt.edu/conduct) to learn more.

Find the support you may need

Student Support Services

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)

- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

Pronouns

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in person. Just as we ask and do not assume someone's name, we should also ask and not assume someone's pronouns.

You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.

Additional Student Support Services
- [Registrar](https://registrar.unt.edu/registration) (https://registrar.unt.edu/registration)
- [Financial Aid](https://financialaid.unt.edu/) (https://financialaid.unt.edu/)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (https://studentaffairs.unt.edu/student-legal-services)
- [Career Center](https://studentaffairs.unt.edu/career-center) (https://studentaffairs.unt.edu/career-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services
- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (https://clear.unt.edu/canvas/student-resources)
- [Academic Success Center](https://success.unt.edu/asc) (https://success.unt.edu/asc)
- [UNT Libraries](https://library.unt.edu/) (https://library.unt.edu/)
- [Writing Lab](http://writingcenter.unt.edu/) (http://writingcenter.unt.edu/)