

PADM 3100.700: Workplace Conflict

8W1, Fall 2024

Instructor Contact

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Meetings by appointment

Office hours – all courses

- In-person
 - o by appointment
- Online
 - o Tuesday – 2-4pm / Thursday – 1-3pm
 - o by appointment

Welcome to UNT and to this course!

We're grateful you're focused on conflict resolution in your college career. Conflict resolution skills are essential to your personal and professional success. This syllabus will outline several expectations of you, me and UNT and how we will work together to make this a powerful experience for you and your class peers. Let's start with a list of the most important topics on which to focus:

- Familiarize yourself with the course.
- 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

The course focuses on the fundamentals of non-litigation-based conflict resolution methods and strategies for a variety of settings. Students have the opportunity to further develop their knowledge of conflict resolution through assigned readings, written assignments, videos, and online discussions and instruction.

Course Structure

100 % Online Course. Content is delivered in modules with due dates set by the instructor.

Course Prerequisites or Other Restrictions

None

Course Objectives

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

- Investigate the knowledge claims of self and others;
- Use strategic thinking to negotiate to a specific outcome;
- Demonstrate a working knowledge of bargaining and collaborative styles of negotiation;
- Understand the influence of internal and external factors on the process of negotiation; and
- Understand the ethical practices of negotiation.

Materials

Required text – Conflict Survival Kit: Tools for Resolving Conflict at Work; (Griffith, Daniel B. and Goodwin, Cliff: Pearson Education publishing as Prentice Hall)

The Complete Guide to Conflict Resolution in the Workplace; (Marick F. Masters and Robert R. Albright: American Management Association, 2001)

NOTE: THIS IS AVAILABLE FROM THE UNT BOOKSTORE. YOU MAY USE A USED TEXT AND AREN'T REQUIRED TO PURCHASE A NEW TEXT.

Instructions to access the publisher's website are on the inside cover of your NEW text or provided by the publisher when students purchase an eBook. Students may purchase one or the other and will not be given access to the publisher's website without a new code provided by the publisher.

Recommended readings – these are available from the UNT Bookstore:

- Fisher & Ury, *Getting to Yes* (New York: Penguin Books)
- William Ury, *Getting Past No* (New York: Bantam Books)
- Nolan-Haley, Jacqueline M., *Alternative Dispute Resolution in a Nutshell*, West Publishing, 2008.

All other course materials will be provided in the Learning Management System (LMS) and Packback.

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.

Course Requirements & Schedule

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

Module Week 1: August 19 - 25

- Read the Introduction, Chapter 1 and Chapter 2, to page 64, in the text Conflict Resolution in the Workplace (Masters and Albright, 2001). Read down to the subtitle in Chapter 2 to A Manager's Conflict Diagnosis.
- Read the Introduction and Chapters 1 and 2 in the text Conflict Survival Kit (Griffith and Goodwin, 2016).
- View video(s)
- Read online content
- Review chapter and online summaries

Assignments due

- Week 1 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 200 points

Module Week 2: August 26 - September 1

- Read Chapter 3 in the text Conflict Resolution in the Workplace (Masters and Albright, 2001);
- Read Chapters 4 and 9 in the text Conflict Survival Kit (Griffith and Goodwin, 2016);
- View video(s)
- Read online content
- Review chapter and online summaries

Assignment due

- Packback Discussion – 0-100 points – due Friday at 11:59 pm
- Week 2 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 200 points

Module Week 3: September 2 - 8

- Read Chapters 3 and 10 in the text Conflict Survival Kit (Griffith and Goodwin, 2016).
- Read pages 86-88, and 126 reference types of dispute resolution venues in the text Conflict Resolution in the Workplace (Masters and Albright, 2001).
- Read Chapter 8 in the text Conflict Resolution in the Workplace (Masters and Albright, 2001).
- View video(s)
- Read online content
- Review chapter and online summaries

Assignments due

- Packback Discussion – 0-100 points – due Friday at 11:59 pm
- Week 3 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 200 points

Module Week 4: September 9 - 15

- Read Chapter 4 in the text Conflict Resolution in the Workplace (Masters and Albright, 2001).
- Read Chapter 3 in the text Conflict Survival Kit (Griffith and Goodwin, 2016) as it relates to the Negotiator's Dilemma.
- Read Chapters 11 and 12 in the text Conflict Survival Kit (Griffith and Goodwin, 2016).
- View video(s)
- Read online content
- Review chapter and online summaries

Assignment due

- Week 4 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 150 points

Module Week 5: September 16 - 22

- Read Chapters 5, 6, and 10 in the text Conflict Resolution in the Workplace (Masters and Albright, 2001);
- Read Chapter 13 in the text Conflict Survival Kit (Griffith and Goodwin, 2016);
- View video(s)
- Read online content
- Review chapter and online summaries

Assignments due

- Week 5 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 200 points

Module Week 6: September 23 - 29

- Read Chapter 7 in the text Conflict Resolution in the Workplace (Masters and Albright, 2001);
- Read Chapter 15 in the text Conflict Survival Kit (Griffith and Goodwin);
- View video(s)
- Read online content
- Review chapter and online summaries

Assignment due

- Packback Discussion – 0-100 points – due Friday at 11:59 pm
- Week 6 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 100 points

Module Week 7: September 30 - October 6

- Read Chapters 5-8 in the text Conflict Survival Kit (Griffith and Goodwin);
- View video(s)
- Read online content
- Review chapter and online summaries

Assignment due

- Packback Discussion – 0-100 points – due Friday at 11:59 pm
- Week 7 Quiz - (available Thursday at 07:00 am – Sunday at 11:59 pm) – 150 points

Module Week 8 – Final Exam: October 7 - 11

- Final Exam – (available Tuesday at 07:00 am-Thursday 11:59 pm) - 400 points

Grading**Total Points = 2,000**

A= 1800 +
B= 1600 – 1799
C= 1400 –1599
D= 1200 – 1399
F = 0 – 1199

Breakdown of assignments with associated points and percentages of course grade–

4 Packback Discussions – $4 \times 100 = 400$ (20%)

1 Quiz - $1 \times 100 = 100$ (5%)

2 Quizzes - $2 \times 150 = 300$ (15%)

4 Quizzes – $4 \times 200 = 800$ (40%)

1 Final Exam – $1 \times 400 = 400$ (20%)

Total points = 2,000

Bonus points are available in Weeks 2 and 7 for a total of 150 extra points.

The details of each week's reading and other assignments will appear in each week's module. For example, Week 1, Week 2, and so on.

Bonus points -

Student completion rate of SPOT survey and other activities may create opportunities for bonus points.

Expectations in quality

Specific instructions and expectations will be provided in each assignment and points are awarded to the extent a student complies with the instructions and expectations.

Videos: There are instructional videos embedded in many of the learning modules. These videos are intended to enhance your learning experience by reinforcing the materials and demonstrating conflict resolution methods. You can be fully successful in the course without these enhancements by relying on the assigned and provided readings should you have difficulty accessing the videos. If you have any questions, contact the instructor for assistance.

Assignment Policy

Assignments may require that students work alone or together in small teams that produce written work and/or video demonstrations that students record and submit. Due dates and assignment instructions are in the LMS. Specific instructions on what to submit are also outlined there.

Quiz and Exam Policy

Each quiz or exam is timed and has a deadline for completion. Please read the on-screen instructions carefully before beginning. After all quizzes and exams are graded and released, the score will be posted in Canvas. Students may not discuss a quiz or exam with other students. 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 which prevents students from completing a time-sensitive assessment activity, the instructor will extend the time windows and provide an 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 student to resolve any issues at the earliest possible time.

Late Work

The professor will 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 he/she will miss or has missed assigned coursework, the student must contact the professor 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 the professor 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.

Online Participation Policy

Connecting with and participating in all of the online discussions are optional. Students must be present throughout the session and use a mic (although it may often be muted) and a webcam. Students who engage regularly typically experience greater success than those students who do not. In order for students to receive credit for optional online sessions they must be visible on video during the entire session unless otherwise coordinated. Visit the [University of North Texas' Attendance Policy \(http://policy.unt.edu/policy/15-2-\)](http://policy.unt.edu/policy/15-2-) to learn more.

Class Materials for Remote Instruction

The UNT schedule requires this course to have full online instruction. Students must have reliable access to a webcam and microphone to participate in fully remote portions of the class. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

Syllabus Change Policy

Changes to the syllabus may be necessary at times. Communication of any changes will be made via an Announcement and revisions will appear in the syllabus and in the LMS.

How to Register on Packback

Note: Access Packback through Canvas in order to ensure your grade syncs properly

1. Click the Packback assignment link on the left-hand side of the course page to access the community. This is a change from previous semesters.
2. Follow the instructions on your screen to finish your registration.
3. Packback is now FREE for UNT students.

Packback Questions Policy

Participation in Packback discussions is a requirement for this course, and the Packback Questions platform will be used for online discussion with peers about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and related topics to real-world applications.

Your participation on Packback will count toward 20% of your overall course grade.

There will be a deadline for submissions at **11:59PM CST on Friday in weeks 2, 3, 6, and 7.**

In order to receive up to 100 points per assignment, you should submit the following per each deadline period: 30 + 40 + 30 = 100 points

- 1 Response per assignment to Professor Pipes' pinned question with a minimum Curiosity Score of 70, worth 30 points
- 1 open-ended Question per assignment with a minimum Curiosity Score of 70, each worth 40 points of each assignment grade
- 1 Response per assignment to a peer's question or response with a minimum Curiosity Score of 70, worth 30 points
- Successful completion of the 3 submissions listed above (30+40+30 points) will be totaled to create your score of 0-50 points in each assignment.
- If your question or response doesn't achieve a curiosity score of 70, you will be given no credit for the post.
- Your score will be reduced if your submissions are not sufficiently on-topic, which is determined by the instructor.

How to Get Help from the Packback Team

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at help.packback.co. If you need more help, contact their customer support team directly at help@packback.co

Engage in mutual respect

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:

- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- 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.
- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis 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 will not be tolerated.

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

Communicate effectively and work to avoid miscommunication

Instructor Responsibilities and Feedback

The Professor is committed to providing students with an excellent learning experience that you can integrate into your personal and professional world. He makes every effort to provide clarity, meaningful guidance and practical feedback to you. He believes that students are rewarded for their efforts and that they earn the grades they receive. The Professor will make herself available to support, guide and instruct to ensure student 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 on Canvas.
- For phone conversations, please call the office number.

Students can expect a response from the instructor 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.

Communication Expectations

General Guidelines

- Remember that college communication is still professional communication. Use correct spelling and grammar and always double-check your response before hitting send or reply. Do not use slang and limit the use of emoticons.
- Use standard, readable fonts, sizes, and colors and avoid writing in all caps.
- Use your instructor's title of "Dr." or "Professor," or if you don't know use "Mr." or "Ms." Do not use "Mrs." to address female instructors unless told otherwise by said instructor.
- Be mindful of tone in online communication as it lacks the nonverbal cues of face-to-face communication that provide clarity and context to conversations.
- Respect the personal identities of others based on gender, sexuality, race, ethnicity, class, and/or culture.
- Respect the privacy of yourself, your instructor, and your peers. Keep in mind what you reveal and do not reveal, particularly if this information involves personal health and/or classroom performance, such as grades.
- Give people the benefit of the doubt. Though there may be a computer between you, there are people on the other side of the screen.
- Do not make assumptions about others' technological skills. Technological skills vary across a variety of factors, including experience, age, culture, etc.
- Read these [Core Rules of Netiquette](#) for additional tips about online communication.

Communicating via Email or Canvas Message

- Please use email for topics not related to this course.
- Check the syllabus before asking a question about the course and let the instructor know you checked the syllabus before asking. Instructors put a lot of time into making syllabi as comprehensive as possible for students.
- Use a descriptive subject line to get the instructor's attention. Instructors receive a lot of emails and a descriptive subject line helps them identify student inquiries more efficiently.
- Be concise and to the point.
- For a sample email, read this article, "How to Email Your Professor"

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 will be available **at the end of the semester**.

Be ready with your technology

Minimum Technology Requirements

- 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
- Zoom student account
- Packback Questions account and subscription
- [Canvas Technical Requirements \(https://clear.unt.edu/supported-technologies/canvas/requirements\)](https://clear.unt.edu/supported-technologies/canvas/requirements)

Computer Skills & Digital Literacy

Provide a list of course-specific technical skills learners must have to succeed in the course, such as:

- Using Canvas
- Using Packback
- Using Zoom and Teams platforms
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs
- Viewing and hearing or reading online video content

Success in an Online Course

While the online classroom shares many similarities with the face-to-face classroom, success in online education requires certain skills and expectations that students may not be aware of. Consider providing tips for success based on your own online teaching and learning experiences. You can also include a link to or adapt tips from this webpage for students, “[How to Succeed as an Online Student](https://clear.unt.edu/teaching-resources/online-teaching/succeed-online)” (<https://clear.unt.edu/teaching-resources/online-teaching/succeed-online>).