Professor’s Contact Information

- Leslie R. Roberts, JD
- Principal Lecturer
- UNT office phone (940) 565-4010; Fax (940) 565-4663
- Chilton Hall, room 204L
- Campus office hours – by appointment
- Online office hours – Thursday 6:00-8:00pm
- Your calls and written communication are welcome. When communicating electronically about the course, please communicate with the Professor only through Canvas messages. Please click on “Inbox” on the left side of the page to create a message.

About the Professor
Ms. Roberts is an attorney and ADR practitioner whose practice has encompassed international matters, regulatory and political matters, general business and transactional matters, and special education.

Materials – Text, Readings, Supplementary Readings

Conflict Survival Kit
ISBN 9780132741057
Second edition
Publisher: Pearson
Authors: Daniel B. Griffith, Cliff Goodwin

Course Description
The course focuses on the fundamentals of practical, non-litigation-based conflict resolution strategies for the conflict manager who faces workplace disputes. More specifically, students address the nature and sources of conflict, the underlying legal framework and approaches to resolution, including negotiation, mediation and arbitration. Students have the opportunity develop their understanding and skills through assigned readings, written assignments and exams, videos, online discussions and instruction.

This course is 100% online, which means that all content is online and all course work is submitted online.
**Instructional Methods**

Online instruction consists of a variety of instructor’s and third-party videos, and written materials relating to the assignments, exams and final exam. Instructors also communicate throughout the course via synchronous online discussions.

**Course Requirements**

**Online discussions:** Significant amounts of time is spent in synchronous online group discussions via Zoom. Each student must complete a brief assignment before an online discussion session and make meaningful and substantial contributions to these discussions. In particular, students must demonstrate the critical and creative thinking, reasoning, and questioning skills that will be used in actual conflict situations.

**Reading assignments:** Each week’s reading assignment must be read prior to completion of all assignments.

**Videos:** A variety of course concepts are illustrated, explained and/or demonstrated through videos. Students must view these prior to completing or as a part of various assignments.

**Assignments:** Students must complete online assignments that require them to analyze scenarios or to reflect on their experiences.

**Final Assignment:** There will be a final assignment at the end of the course to assess students’ mastery of course content and to evaluate conflict management strengths.

**Learning Objectives/Outcomes**

At the end of this course, students will:

- Identify and understand the theory and context of conflict in workplace disputes.
- Identify, understand and explain how our emotional intelligence and communication strategies impact conflict in workplace disputes.
- Assess your capacity and current skills for resolving workplace disputes.
- Identify and explain strategies for resolving workplace disputes.
- Select appropriate strategies for resolving workplace disputes.
- Utilize appropriate strategies for resolving workplace disputes.
- Analyze the effectiveness of different strategies for resolving workplace disputes.
- Explain your capacity and current skills for resolving workplace disputes.

**Teaching Philosophy**

I am eager to engage students who are independent learners and thinkers and who are eager to improve their conflict resolution skills.
Technical Requirements/Assistance
The following information is provided to assist you in preparation for the technological aspects of the course.

- Hardware necessary to use Canvas
- Word
- Internet access and a supported browser - use Firefox or Chrome
- Necessary plug-ins
- Headset or microphone
- Webcam

For human help: [http://www.unt.edu/helpdesk](http://www.unt.edu/helpdesk)

Access and Log in Information
The course utilizes the University of North Texas Learning Management System, Canvas. Students must use their EUIDs and passwords to log in to the course. Students who do not know their EUID or have forgotten their password should go to: [http://ams.unt.edu](http://ams.unt.edu).

Student Resources
As a student, you will have access to:


[https://community.canvaslms.com/docs/DOC-10701](https://community.canvaslms.com/docs/DOC-10701)

Being a Successful Online Student
- What Makes a Successful Online Student?
- Self Evaluation for Potential Online Students

What Should Students Do First?
- Go to the home page and review the Start Here module.
- Students should submit the following information to the instructor via a Blackboard Message the first week of class:
  - EUID
  - Best phone number and email address for emergency alerts

How Students Should Proceed Each Week for Course Activities
Students should access Canvas daily for announcements and messages regarding the course. Students will access each week’s assignments in the course syllabus and in the week’s module. Each module will
be identified by the week number. For example, students should open the Week 1 module on the course home page during the first week of the course and the next week’s module each week thereafter.

**Student Support**
The University of North Texas provides student technical support in the use of Canvas and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu
Phone: (940) 565-2324
In person: **Walk-ins @ Sage Hall (Room 130)**

Regular hours are maintained to provide support to students. Please refer to the website (http://www.unt.edu/helpdesk/hours.htm) for updated hours.

**Communication**
Information about the communication tools in the course and how they will be used:

**Messages**
For all course-related questions, please read this syllabus carefully before seeking assistance. You must use the message function in Canvas for all electronic communication with the Professor about the course. Should we communicate face-to-face or by phone, please restate your communication in a message so I may respond via message.

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.

**Announcements**
Please check the Announcements in Canvas frequently for updated information and changes.

*The Golden Rule Applies*: Please extend the receiver of your message the same courtesy you would expect to receive when communicating. Please read and consider the content of the message before responding. Rudeness, disrespectful comments, profanity and insults are not effective negotiation tactics and will produce consequences such as the loss of points, removal from or limits during group discussions, referral to the Dean of Students and/or removal from the course.
Assessments/Grading

Assessments
This course utilizes the following instruments to determine student grades and proficiency of the learning outcomes for the course:

- **Assignments** = 7 x 100 points each = 700 points
  - Apply course concepts to a scenario provided and demonstrate the skills in focus
  - 4 assignments will be completed on your own
  - 3 assignments will be completed in groups
- **Online discussion assignments/sessions via Zoom** = 8 x 50 points each = 400 points
  - Complete a short assignment before the session (25 points)
  - Participate in the group discussion (25 points)
- **Final assignment** = 200 points
  - Write a self-evaluative paper addressing your readiness as a conflict manager
- **Total points** = 1,300

Online Discussions
Significant amounts of time is spent in synchronous online group discussions via Zoom. Each student must complete a brief assignment before an online discussion session and make meaningful and substantial contributions to these discussions. In particular, students must demonstrate the critical and creative thinking, reasoning, and questioning skills that will be used in actual conflict situations.

Assignments
Students must on their own or with others as a group complete online assignments that require them to analyze scenarios or to reflect on their experiences.

Final Assignment
There will be a final assignment at the end of the course to assess students’ mastery of course content and to evaluate conflict management strengths.

Grading Scale
**Total Points** = 1,300

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>1,170 +</td>
</tr>
<tr>
<td>B</td>
<td>1,040 – 1,169</td>
</tr>
<tr>
<td>C</td>
<td>910 – 1,039</td>
</tr>
<tr>
<td>D</td>
<td>780 – 909</td>
</tr>
<tr>
<td>F</td>
<td>0 - 779</td>
</tr>
</tbody>
</table>
Accessing Grades
Grades will be accessible to students in Canvas after assigned course work is completed by all students and graded.

A Note on Grammar and Writing: Being able to communicate well in writing is one of the marks of an educated person and is important in most professions. As a result, it will be emphasized in this course. It is always a good idea to proofread your own work for errors before submission. Students who do not have strong writing skills should consider having another person proofread the paper and/or use the services of the UNT Writing Lab. Students can meet with a tutor in person at the main location in the Auditorium Building (AUDB 105), or participate in an online tutoring session.

Course Policies Attendance and Participation
Connecting with and participating in all of the online discussion sessions are required. Late arrivals or early departures may cause students to earn fewer points for each.

Students who engage regularly typically experience greater success than those students who do not.

Information about the University of North Texas’ Attendance Policy may be found at: http://policy.unt.edu/policy/15-2-5.

Assignments
Students may discuss the assignments with each other, but must create their own work product in their own words and through individual effort. Due dates for all course work are posted in the instructions connected to each assignment. Your work should be submitted in the assignment by using the “Save” button. Students should complete work in a Word document and attach it in the page available. Students are advised to keep copies of their work in their records.

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 course work, the student must contact the professor within two (2) days after the course work’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 course work and will receive no credit for the assigned course work.
**Syllabus Change Policy**
Changes to the syllabus may be necessary at times. Communication of any changes will be made via an Announcement.
PADM 5700 WORKPLACE ADR – COURSE SCHEDULE

Week 1 – June 3-9, 2019
Theory and Context for Managing Conflict in the Workplace
Read – Conflict Survival Kit (CSK)
   Chapter 1: The Nature of Conflict
   Chapter 2: Preventing Conflict
   Chapter 3: Approaches to Conflict
Read other sources –
   Legal Bases for Sources of Conflict
   Preventative Measures and Understanding Your Organization’s Issues – Conducting an Audit
Complete -
   Pre-discussion assignment - due 7:30pm Tuesday or Thursday
   Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm
   Assignment (due 11:59pm Sunday)

Week 2 – June 10-16, 2019
Interpersonal Communication
Read - CSK
   Chapter 5: Three Channels of Communication
   Chapter 6: Listening to Resolve Conflict and Build Lasting Relationships
   Chapter 7: The Communication Continua
Read – Real Influence (RI)
   Section 3: Listen Past Your Blind Spot
Complete -
   Pre-discussion assignment - due 7:30pm Tuesday or Thursday
   Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm
   Assignment (due 11:59pm Sunday)

Week 3 – June 17-23, 2019
Preparing to Resolve Conflict
Read - CSK
   Chapter 8: Are You Capable?
   Chapter 9: Opening the Doors to Conflict Resolution
Read - RI
   Section 5: When You’ve Done Enough…Do More
   Section 6: Taking Real Influence to the Next Level
Other sources –
   Emotional IQ
   Podcast of EIQ with Executive Coach
Complete -
Pre-discussion assignment - due 7:30pm Tuesday or Thursday
Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm
Assignment – 2-person teams (due 11:59pm Sunday)

**Week 4 – June 24-30, 2019**

**Application and Practice**

Read - CSK

- Chapter 4: Working Toward Collaboration
- Chapter 10: Building Blocks of Collaboration
- Chapter 11: Integrative Negotiation – Negotiating as Partners
- Chapter 12: Overcoming Barriers to Integrative Negotiation

Complete -
Pre-discussion assignment - due 7:30pm Tuesday or Thursday
Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm – Podcast of HR professional
Assignment – group work (due 11:59pm Sunday)

**Week 5 – July 1-7, 2019**

**Application and Practice**

Read - CSK

- Chapter 13: Mediating Conflicts Between Parties

View –

- Video of mediation

Complete -
Pre-discussion assignment - due 7:30pm Tuesday
Online group discussion – Tuesday 8:00-9:00pm only – Podcast of mediator
Assignment - group work (due 11:59pm Sunday)

**Week 6 – July 8-14, 2019**

**Application and Practice**

Read - Other sources

- Arbitrating Conflicts

View –

- Video of mock arbitration

Complete -
Pre-discussion assignment - due 7:30pm Tuesday or Thursday
Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm – Podcast of arbitrator
Assignment – group work (due 11:59pm Sunday)


**Week 7 – July 15-21, 2019**

**Application and Practice**

Read - CSK

  Chapter 14: Decision-Making Choices for the Manager
  Chapter 15: Handling Conflicts Requiring Direct Confrontation

Complete -

  Pre-discussion assignment - due 7:30pm Tuesday or Thursday
  Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm
  Assignment – case study (due 11:59pm Sunday)

**Week 8 – July 22-25, 2019**

**Conclusion – Wrapping Up**

Read - CSK

  Chapter 17: Achieving Effectiveness as a Conflict Manager

Complete -

  Pre-discussion assignment - due 7:30pm Tuesday or Thursday
  Online group discussion – Tuesday at 9:00-10:00pm or Thursday 8:00-9:00pm

**Final assignment – due 11:59pm July 27th**
Course Evaluation

Online course evaluations (SPOT) will be available for students to complete. Please take time to visit my.unt.edu and fill out the evaluation form – your feedback is appreciated!

Scholarly Expectations

All works submitted for credit must be original works created by the student uniquely for the class. It is considered inappropriate and unethical to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor. Please see the policy on Academic Integrity below.

Resources

UNT Portal: http://my.unt.edu

UNT Library Information for Off-Campus Users: http://www.library.unt.edu/services/for-special-audiences/offcampus/information-for-off-campus-users

UNT Computing and Information Technology Center: http://citc.unt.edu/services-solutions/students

Computer Labs: General access computer lab information (including locations and hours of operation) can be located at: http://www.gacl.unt.edu/

UNT and Department Policies Student Conduct

Any student behavior that interferes with an instructor’s ability to conduct class or other students' opportunity to learn is unacceptable and will not be tolerated in any instructional setting at UNT. This includes traditional face-to-face classes, online or blended classes, labs, discussion groups or boards, field trips, and verbal and/or written (including email) communication with the instructor and/or other students. Examples of unacceptable behavior include, but are not limited to, disrespectful treatment of other students (verbal or written), disrupting lecture, and use of inappropriate or profane language or gestures in class or other instructional settings.

A student engaging in unacceptable behavior may be directed to leave the classroom or other instructional setting and may also be referred to the Dean of Students to consider whether his/her conduct violates UNT’s Student Code of Conduct.
Campus Carry and Concealed Handguns

In accordance with state law and UNT policy, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about UNT’s concealed handgun policy at https://campuscarry.unt.edu.

Academic Integrity
Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. As a student-centered public research university, UNT promotes the integrity of the learning process by establishing and enforcing academic standards. Academic dishonesty breaches the mutual trust necessary in an academic environment and undermines all scholarship. Academic dishonesty includes cheating, plagiarism, forging the signature of the instructor or of another student, fabrication, and/or facilitating or sabotaging the academic dishonesty of other students.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor’s discretion upon determination that academic dishonesty has occurred. Admonitions and educational assignments are not appealable.

1. Admonition. The student may be issued a verbal or written warning.
2. Assignment of Educational Coursework. The student may be required to perform additional coursework not required of other students in the specific course.
3. Partial or no credit for an assignment or assessment. The instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. Course Failure. The instructor may assign a failing grade for the course.

Should the procedure for appeal of a case of academic dishonesty extend beyond the date when the instructor submits course grades for the semester, the student will be assigned a grade that reflects the penalty, which shall be adjusted, as appropriate, at the conclusion of any appeal process.

Specific details and description of UNT’s Policy on Student Standards of Academic Integrity (18.1.16) and students’ right to appeal are available at https://policy.unt.edu/policydesc/student-standardsacademic-integrity-18-1-16.
Sexual Harassment, Discrimination and Assault

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources_0. Renee LeClaire McNamara is UNT’s Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

Disability Accommodation

In accordance with university policies and state and federal regulations, UNT is committed to full academic access for all qualified students, including those with disabilities. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies in order to facilitate equality of educational access for persons 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 the student with an accommodation letter to be hand delivered to the instructor to begin a private discussion regarding the student’s specific needs in the course.

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. Every semester, students must obtain a new letter of accommodation, and they must meet with each faculty member prior to implementation in each class.

Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to request that students discuss such letters during their designated office hours in order to protect the privacy of the student.

For additional information, visit the Office of Disability Accommodation (ODA) in Sage Hall, suite 167, or their website at http://disability.unt.edu. You may also contact the ODA office by phone at 940.565.4323. Specific information on UNT’s policies related to disability accommodations is available at https://policy.unt.edu/policydesc/disability-accommodation-students-and-academicunits-18-1-14.
Please note that disability accommodations are not retroactively applied to the start of a course. Accommodations in the course become effective after the student has delivered an official accommodation letter from UNT’s ODA.

Requests for an Incomplete
Students may request a grade of incomplete ("I") only if he/she meets all of the following conditions:
• The request occurs on or after the applicable UNT deadline;
• The student is passing the course;
• There is a justifiable and documented reason beyond the control of the student (e.g., serious illness or military service) for not completing the course on schedule; and,
• The student has the approval of the instructor and the department chair.

Students meeting these criteria must arrange with the instructor to finish the course at a later date by completing specific requirements outlined by the instructor. These requirements must be listed on a “Request for Grade of Incomplete” form signed by the instructor, student, and department chair. More information on UNT’s Incomplete Grade policy is available at http://registrar.unt.edu/grades/incompletes.

Requests to drop the class
We want you to succeed in this class and at UNT. If you are concerned about your progress in the course, or believe you need to drop for other reasons, it is important that you contact the instructor as soon as possible. We want to make sure that dropping the course is your best or only option.

There are consequences to dropping classes that extend beyond losing your invested time, money, and effort. Dropping one or more classes may make you ineligible for financial aid. There are also limits on the number of courses you can drop. You can learn more about this at http://registrar.unt.edu/registration/dropping-class.

If you absolutely have to drop the course, you must do the following:

If you are dropping before the census date:

Students who wish to drop a course before the 12th class day of fall or spring terms/semesters or before the equivalent dates for 8 week and summer sessions may do so from their student portal at my.unt.edu or at the Office of the Registrar 1st floor location, ESSC 147. Please note that students wishing to drop the last class on their schedule for the session or term must complete a withdrawal with the Dean of Students.

If you are dropping after the census date:

After the 12th class day for fall or spring terms/semesters, or the equivalent date for 8 week and summer sessions, students must first submit a completed Request to Drop Class form to the Registrar’s Office. Students applying for financial aid are required to notify Student Financial Aid and
Scholarships before dropping any class to learn how it will affect current or future financial aid eligibility.

Students who drop a course between the 12th day of class and the designated day of a given semester's 10th week for fall or spring terms/semesters or the equivalent dates for 8 week and summer sessions, will receive a grade of W.

If you have any questions, please call the Registrar's Office at 940-565-2378 or come to the Eagle Student Services Center Room 147.

**Emergency Notification and Procedures**
UNT uses a system called Eagle Alert to quickly notify you with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all currently enrolled students. Please make certain to update your phone numbers at [https://my.unt.edu/](https://my.unt.edu/).

Some helpful emergency preparedness actions include:
1) know the evacuation routes and severe weather shelter areas in the buildings where your classes are held,
2) determine how you will contact family and friends if phones are temporarily unavailable, and 3) identify where you will go if you need to evacuate the Denton area suddenly.

In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

**Copyright Notice**
Some or all of the materials in this course may be protected by copyright. Federal copyright law prohibits the reproduction, distribution, public performance, or public display of copyrighted materials without the express and written permission of the copyright owner, unless fair use or another exemption under copyright law applies. Additional copyright information may be located at: [http://copyright.unt.edu/content/unt-copyright-policies](http://copyright.unt.edu/content/unt-copyright-policies).

**Important Notice for F-1 Students taking Distance Education Courses:**
Federal Regulation:
To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at [http://ecfr.gpoaccess.gov](http://ecfr.gpoaccess.gov). The specific portion concerning distance education courses is located at "Title 8 CFR 214.2 Paragraph (f) (6) (i) (G)" and can be found buried within this document: [http://frwebgate.access.gpo.gov/cgi-bin/get](http://frwebgate.access.gpo.gov/cgi-bin/get).
The paragraph reads:

(G) For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An online or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance
To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student’s responsibility to do the following:
(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Policy on Server Unavailability or Other Technical Difficulties
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 also contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.