

# PADM 6930

## Special Topics in Public Administration: Conflict Management & Resolution

### Summer 2017

**Professor:** Dr. Anthony Campbell

This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!

**Office:** F – 401 (Avon Williams Campus)

**Office Hours:** Monday & Wednesday | 11:30 am – 4:00 pm

I am mindful that many of your professional duties prevent you from coming to campus during the day. Therefore, I am happy to schedule appointments for meetings online, over the phone, or at a time that works best for the student.

**Class Location:** This course is delivered entirely online via Tennessee State University's online learning management system – eLearn. Key documents for the course, such as the syllabus and grading rubrics, will be made available on via eLearn. Additionally, weekly lecture presentations will be delivered through VoiceThread, which is an online presentation system that allows the Professor and students to have a more dynamic experience through the use of audio, video, and graphic presentations.

**Online Class Time:** Weekly lectures will be distributed each Tuesday (PDF posted to Content area of eLearn and VoiceThread link sent via eLearn messaging system).

### Teaching Philosophy

The key element for an optimal learning environment is a good student-teacher relationship, and a good student-teacher relationship comes from mutual respect, trust and honesty. Learning takes place when students and teachers are open to learning from one another. In all my courses, I empower, encourage and support students in developing a personal relationship with the course material. My ultimate goal is to equip students with the awareness and skills to leverage course content in their professional pursuits.

### Course Overview

Whether one is concerned with public administration, public policy, public finance, or nonprofit management, the professional working in the various realms of the public/non-profit sector is going to have to manage and function effectively in a wide variety of conflicts. Conflict management includes handling situations in which conflict is already overt, as well as those in which it is latent, such as in efforts to enter into contracts or forge partnerships or in seeking to be a change agent, whether within organizations or in the broader public sphere. It is essential for public and non-profit sector managers to know how to manage conflict effectively.

Without confidence and skill in conflict management and resolution, public managers tend to resort, often counterproductively, to the use of power, manipulation and secretiveness in order to try to exercise control over potentially volatile situations. At the heart of conflict management is competence in negotiating and communication. By possessing confidence and skill in negotiating, one can engage with others more directly and constructively.

This course is structured in a way that emphasizes both the theoretical and the practical. Self-awareness is central to the development of negotiation and communication skills, so students are encouraged to keep an open mind to new ways of considering their relationship to conflict. The content of this course will test your pragmatism and strategic thinking. You will gain competencies in conflict management and resolution that you will find applicable both personally and professionally.

## **Instructional Methods**

PADM 6930 is a course that is delivered entirely online, which means that all lectures, discussions, submissions, and presentations will occur online through TSU's eLearn system. In order to be an effective online learner, students will need to adapt the skills they've used to be successful in on-campus courses. Below are some, though not all, qualities that I have learned that successful online learners possess:

- Self-directed learning style. This means that the student takes responsibility for learning the subject matter, and is not overly reliant on the Professor to monitor his or her monitor completion of required readings and thought exercises. Moreover, the student is proactive in contacting the Professor when he or she does not understand the material or feels additional feedback is needed on an assignment.
- Learns the online learning system, in this case eLearn, and proactively checks for notifications via email and within eLearn. I am a firm believer that successful online learning requires robust communication between the Professor and the students; therefore, it is essential that students proactively check their email, and reply to emails that necessitate a response. Furthermore, since this class will occur entirely within the eLearn and VoiceThread online environments, it is incumbent upon each student to familiarize his- or herself with those environments. The link below provides short and thorough tutorials on the VoiceThread system. There is a student training session built into the TN State eLearn system. Students new to eLearn are strongly to complete that training.
  - <https://voicethread.com/#tutorials>
- Has a strong ability to manage time and set schedules for doing the weekly work, as well as designing schedules and timetables for completing projects.
- Submits assignments on time and promptly notifies the Professor if any submission delays are anticipated.

**This is a sample for prospective students. Current students should NOT purchase books based on this - consult your instructor!**

Carpenter, S. L., & Kennedy, W. J. D. (1988). *Managing public disputes: A practical guide for government, business, and citizens' groups*. San Francisco, CA: Jossey-Bass Publishers.

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2012). *Crucial conversations: Tools for talking when stakes are high* (2<sup>nd</sup> ed.). New York, NY: McGraw Hill.

## **Evaluation**

### **Analytical Papers (3 papers, each is worth 30 points | 90 points total)**

- Based on the three sections of the course (Section 1: Public Disputes & Crucial Conversations, Section 2: Managing Public Disputes, and Section 3: Keys to Successful Conflict Negotiation), students will develop three (3) papers (4-5 pages in length) that address the key theoretical and practical dimensions of the associated readings. The grading rubric for this assignment group will be distributed no later than June 12, as well as a VoiceThread assignment overview.

### **Quizzes (5 quizzes, each is worth 10 points, 4 top quizzes count | 40 points total)**

- 5 quizzes will be sent out to students via eLearn over the course of the semester. Quizzes will be timed, include an assortment of question types, and students will have the entire week to take the quiz. Each student's top four (4) quiz grades will be included in the calculation of his/her/their final grade. Since the quizzes will be administered via the eLearn system, a test quiz will be administered during Week #2. No makeup quizzes will be allowed.

### **Concluding Reflective Essay (15 points)**

- A key to improving your conflict management and negotiation skills is reflecting upon your experiences. Therefore, at the end of the semester, each student will write a reflective paper (3 pages, double-spaced) highlighting the dominant concepts, themes, and skills that demonstrate what you have learned over the course about yourself, how you manage conflict, and about negotiating in general. The associated grading rubric will be distributed at 8:00 am Central Time on Thursday, August 10.

### **Participation (10 points)**

- In order to excel in this course, students must be actively engaged with the course material, the professor, and their fellow students. Completion of VoiceThread weekly activities and discussions will ensure that students earn a high percentage of the available participation points.

### **Extra Credit**

- There is no extra credit opportunity in this course.

## Point Allocation for Assignments (155 total points)

Analytical Paper #1	30
Analytical Paper #2	30
Analytical Paper #3	30
Concluding Reflective Paper	15
Top Quiz Grade #1	10
Top Quiz Grade #2	10
Top Quiz Grade #3	10
Top Quiz Grade #4	10
Participation	10

## Calculating Course Grade

*Letter grades are based on the following scale:*

139.5 <	= A
124.0 – 139.4	= B
108.5 – 123.9	= C
93.0 – 108.4	= D
< 93	= F

## Class Schedule

### Section 1: Public Disputes & Crucial Conversations

#### Week 1 (June 5 - 11) | Understanding Public Disputes & Dealing with Conflict

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 1
  - Carpenter & Kennedy – Chapter 2

#### Week 2 (June 12 - 18) | Managing Conflict

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 3

### **Week 3 (June 19 - 25) | Crucial Conversations**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Patterson, Grenny, McMillan, & Switzler – Chapter 1
  - Patterson, Grenny, McMillan, & Switzler – Chapter 2
  - Patterson, Grenny, McMillan, & Switzler – Chapter 3
  
- **Sunday, June 25, 2017**
  - **Analytical Paper #1 due via eLearn dropbox no later than 11:59 PM Central Time**

## **Section 2: Managing Public Disputes**

### **Week 4 (June 26 – July 2) | Analyzing Conflict & Prioritizing Safety**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 4
  - Patterson, Grenny, McMillan, & Switzler – Chapter 4
  - Patterson, Grenny, McMillan, & Switzler – Chapter 5

### **Week 5 (July 3 – 9) | Strategically Managing Conflict**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 5
  - Patterson, Grenny, McMillan, & Switzler – Chapter 6
  - Patterson, Grenny, McMillan, & Switzler – Chapter 7

### **Week 6 (July 10 - 16) | Procedures, Agreements, and Listening...Oh My!**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 6
  - Carpenter & Kennedy – Chapter 7
  - Patterson, Grenny, McMillan, & Switzler – Chapter 8
  
- **Sunday, July 16, 2017**
  - **Analytical Paper #2 due via eLearn dropbox no later than 11:59 PM Central Time**

## **Section 3: Keys to Successful Conflict Negotiation**

### **Week 7 (July 17 – 23) | Ensuring Conflict Resolution**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 8
  - Carpenter & Kennedy – Chapter 9
  - Patterson, Grenny, McMillan, & Switzler – Chapter 9

### **Week 8 (July 24 - 30) | The Human Side of Conflict Management**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 10
  - Patterson, Grenny, McMillan, & Switzler – Chapter 10

### **Week 9 (July 31 – August 6) | Putting It All Together**

- Tuesday | Lecture slides posted to eLearn & VoiceThread link distributed via eLearn
- Assigned Readings:
  - Carpenter & Kennedy – Chapter 11
  - Patterson, Grenny, McMillan, & Switzler – Chapter 11

### **Week 10 (August 7 - 13)**

- **Wednesday, August 9, 2017**
  - **Analytical Paper #3 due via eLearn dropbox no later than 11:59 PM Central Time**
- **Friday, August 11, 2017**
  - **Concluding Reflective Essay due via eLearn dropbox no later than 11:59 PM Central Time**

## **Late Submissions**

Late assignments will not be accepted without prior approval from the Professor. The Professor reserves the right to not accept late submissions, which is why all deadlines are announced far in advance.

## **Academic Integrity**

The tenets of Tennessee State University's Statement on Academic Integrity will be strictly enforced in this course, and all assignments shall be subject to stipulations of the statement. For more information, please see: [tnstate.edu/graduate/academicintegrity.aspx](http://tnstate.edu/graduate/academicintegrity.aspx)

## **Disability Accommodation Statement**

Tennessee State University is committed to creating inclusive learning environments and providing all students with opportunities to learn and excel in their course of study. Any student with a disability or condition, which might interfere with his/her class performance or attendance, may arrange for reasonable accommodations by visiting the Office of Disability Services (ODS). ODS is located in Kean Hall, room 131 and can be reached at 963-7400 or [www.tnstate.edu/disabilityservices](http://www.tnstate.edu/disabilityservices). You will be required to speak with ODS staff and provide documentation of the need for an accommodation. If you qualify for an accommodation you will be provided with a document stating what type of classroom accommodations are to be made by the instructor. It is your responsibility to give a copy of this document to the instructor as soon as you receive it. Accommodations will only be provided AFTER the instructor receives the accommodation instructions from ODS; accommodations are not retroactive. You must follow this process for each semester that you require accommodations.

## **Sexual Misconduct, Domestic/Dating Violence, Stalking**

Tennessee State University recognizes the importance of 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 is experiencing any of these incidents, there are resources to assist you in the areas of accessing health and counseling services, providing academic and housing accommodations, and making referrals for assistance with legal protective orders and more.

Please be aware that most TSU employees, including faculty and instructors, are "responsible employees," meaning that they are required to report incidents of sexual violence, domestic/dating violence or stalking. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator. Although I have to report the situation, you will still have options about how your situation will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

You are encouraged to contact TSU's Title IX Coordinator to report any incidents of sexual harassment, sexual violence, domestic/dating violence or stalking. The Title IX coordinator is located in the Office of Equity and Inclusion, McWherter Administration Building, Ste. 260 and can be reached at 963-7494 or

963-7438. For more information about Title IX and TSU's SART or policies and procedures regarding sexual, domestic/dating violence and stalking please visit: [www.tnstate.edu/equity](http://www.tnstate.edu/equity).

If you wish to speak to someone confidentially, who is not required to report, you can contact the TSU Counseling Center, located in the basement of Wilson Hall, at 963-5611 or TSU Student Health Services, located in the Floyd Payne Campus Center room 304, at 963-5084. You may also contact the following off campus resources: Sexual Assault Center of Nashville at 1-800-879-1999 or [www.sacenter.org](http://www.sacenter.org) or the Tennessee Coalition to End Domestic & Sexual Violence at 615-386-9406 or [www.tncoalition.org](http://www.tncoalition.org).

## **Harassment & Discrimination**

Tennessee State University is firmly committed to compliance with all federal, state and local laws that prohibit harassment and discrimination based on race, color, national origin, gender, age, disability, religion, retaliation, veteran status and other protected categories. TSU will not subject any student to discrimination or harassment and no student shall be excluded from participation in nor denied the benefits of any educational program based on their protected class. If a student believes they have been discriminated against or harassed because of a protected class, they are encouraged to contact the Office of Equity and Inclusion at McWherter Administration Building, Ste. 260, 615-963-7494 or 963-7438, [www.tnstate.edu/equity](http://www.tnstate.edu/equity).