

The University of Texas at El Paso
UTEP Connect
Department of Communication
Spring 2023
CRN 25952
COMM 3322: Communication and Conflict

INSTRUCTOR INFORMATION

Instructor: MBA/MA Eli Garcia

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Preferred method of communication by email (Always include in the subject of your email "Online COMM 3322")

COURSE CONTENT

Course Description

This course examines conflict in everyday life with a particular focus on the role that communication plays in the development and management of conflict situations. The course examines the dynamics of conflicts across a variety of settings, from interpersonal relationships to the workplace. We will examine the nature and development of conflicts, learn the principles of conflict, and learn the techniques for productive conflict management. Credit Hours: 3

Prerequisite Courses: Junior Standing

Course Learning Outcomes

Upon completion of this course, you should be able to:

- Understand the role of communication in conflict and conflict management processes.
- Describe theories and related to conflict management.
- Analyze the components of conflict that lead to constructive or destructive communication patterns.
- Appreciate the many variables to consider in the selection of strategies, methods, and responses that are appropriate to a given conflict situation.
- Make recommendations for effective conflict management communication in various contexts of interest.

Course Textbook

Managing Conflict Through Communication by Dudley Cahn and Ruth Anna Abigail (2014)

Edition: 5th Edition

ISBN-13: 978-0205862139

ISBN-10: 0205862136

Technology Requirements

This course is presented in the Blackboard learning management system.

To ensure your success in accessing your course materials and completing your assignments, it is recommended that you ensure your computer setup for this class meets the following minimum requirements:

1. Broadband Internet connection, such as cable or DSL
2. A modern computer (PC or Mac), no more than four years old, with the following minimum configuration:
 - Processor: Dual-core or better, at least 2 GHZ
 - RAM: 2 GB or better
 - Operating System: Windows 7 or 8, or Mac OS X 10.6.8 or better
 - A computer headset is recommended (microphone and earphone set).
 - The hands-free option for your telephone will work in most cases.

Tech Support

The University of Texas at El Paso offers complete technical information and online help desk support at <http://at.utep.edu/techsupport/>.

Method of Evaluation

Assessment Items	Value	Points
Module Quizzes	70%	7 quizzes @ 100 points each 700 points total
Discussion Questions	21%	7 @ 30 points each 210 points total
Assignments	9%	1 @ 90 points each 90 points total
Total		1000 points

Grading Scale

Letter Grade	Percentage Earned
A	90%–100%
B	80%–89.99%
C	70%–79.99%
D	60%–69.99%
F	< 60%

Expectations and Policies

What to Expect from the Instructor

The best way to communicate with your instructor is via email. Always include in the subject of your email “Online COMM 3322” When sending an email and your name. All emails will be answered within 48 hrs. Graded assignments will be posted a week after the submission date.

Participation

Your active participation extremely important! There will be an opportunity to discuss and interact with classmates through *discussion questions* and *assignments*, which will be graded. Please refer to the “method of evaluation” section for discussion questions and assignments’ points and value.

Academic Dishonesty Statement

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion.

- *Cheating* may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports.
- *Plagiarism* occurs when someone intentionally or knowingly represents another person’s words or ideas as his or her own.

- *Collusion* involves unauthorized collaboration with another person or group to commit any academically dishonest act.

Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. Violations will be taken seriously and will be referred to the Office of Student Conduct and Conflict Resolution for possible disciplinary action. Students may be suspended or expelled from UTEP for such actions. You can find more information in the UTEP *Handbook of Operating Procedures*, under the heading “[Alleged Student Scholastic Dishonesty](#),” and in the [Regents’ Rules and Regulations](#).

Late Policy

Deadlines for all quizzes, discussion questions and written assignments will be strictly enforced. No quizzes, discussion questions or written assignments will be accepted after deadline. Missing a deadline is equivalent of not doing the assignment. Professionals must meet strict deadlines. Students are expected to do the same.

Library Information

Access the UTEP Library by visiting <http://libraryweb.utep.edu/>.

Responsible, Ethical and Effective Electronic Communication

It is important to share a word of caution so we can become wiser about interpersonal distance learning communications. In an online environment, many of the feelings or impressions that are transmitted via body language in face-to-face communications are lost. Consequently, interpreting emotions and innuendos can be difficult. Only what is written, or drawn, carries the message. Often, excitement can be misinterpreted as anger or insult. We all need to keep this in mind as we communicate.

Words in print may seem harmless, but they can injure us emotionally when working at a distance. Hence, we must be conscious of how we communicate while working at a distance and use good *netiquette*, that is, online communication etiquette. For example, your classmates may not know who is posting a comment, so clearly identify yourself when posting to a discussion board. Furthermore, avoid using all capital letters in electronic communication, as all caps come across as shouting.

The standard netiquette for participation in networked discussion requires that all comments focus on the topic at hand, without becoming personalized, and be substantive in nature. **In other words, you certainly may disagree with others, but you must do so respectfully.** You may express strong beliefs or emotions, but you may not get so carried away that you lose all perspective on the course itself.

You can find more information on netiquette, the etiquette of Internet communication, at www.albion.com/netiquette.

Disability Statement

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email at cass@utep.edu, or visit the office located in UTEP Union East, Room 106.

For additional information, please visit the CASS website at www.sa.utep.edu/cass.

Have a great learning experience!

COMM 3322 Calendar

Week 1

Activity	Description	Due Date	Points
Readings	<p>Required Readings Ch1. Introduction to the Study of Conflict Communication Page1-27 (textbook)</p> <p>Additional Resources In preparation for each weekly case study, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources.</p>	Wednesday March 15h, by 11:00 PM Mountain Time	0
Week 1 Discussion 1	<p>Introduce yourself to your classmates and instructor. Talk about your current work, your professional experience, and the expectations you have for this course. In addition, why do you feel the study of communication and conflict is important to organizations?</p>	<p>Initial post to the Discussion due by Wednesday March 15th, 11:00 PM Mountain Time</p> <p>Two replies to your peers due by Saturday March 18th, 11:00 PM Mountain Time</p>	0
Week 1 Discussion 2	<p>How would you define the concept of civility? Why is the concept of civility of significant relevance to communication professionals? How would you promote civility at your work environment?</p>	<p>Initial post to the Discussion due by Thursday March 16th, 11:00 PM Mountain Time</p> <p>Two replies to your peers due by Sunday March 19^h, 11:00 PM Mountain Time</p>	30
Quiz 1	<p>Please answer questions for quiz #1 (Based on Ch. 1 from textbook) Deadline: Sunday March 19th by 11:00 PM MST</p>		100

COMM 3322 Calendar

Week 2

Activity	Description	Due Date	Points
Readings	<p>Required Readings Ch2. "Communication Options in Conflict" Page 29-54 (textbook) Ch3. "Managing Conflict from a Theoretical Perspective" Page 55-77 (textbook) Additional Resources In preparation for each weekly case study, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources.</p>	Wednesday March 22nd, by 11:00 PM Mountain Time	0
Week 2 Discussion	<ul style="list-style-type: none"> • Which Intrapersonal Theory of Conflict did you find most interesting (Psychodynamic, Attribution or Uncertainty)? • Provide a short explanation on why you found that theory relevant/interesting • How can the study of communication theories help an individual become more competent in work-related conflict management situations? 	Initial post to the Discussion due by Thursday March 23rd, 11:00 PM Mountain Time Two replies to your peers due by Sunday March 26th, 11:00 PM Mountain Time	30
Quiz 2 Please answer questions for quiz 2 (Based on Ch.2 & Ch.3 from text book) Due: Sunday March 26th by 11:00 PM MST			100

COMM 3322 Calendar

Week 3

Activity	Description	Due Date	Points
Readings	<p>Required Readings</p> <ul style="list-style-type: none"> • Ch4. Responding to Conflict: A Practical Guide to Managing Your Own Conflicts. Pages:78-108 (textbook) • Ch5. Managing Violent Tendencies. Pages: 109-133 (textbook) • Additional Resources In preparation for each weekly topic, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources. 	Wednesday March 29th, by 11:00 PM Mountain Time	0
Week 3 Discussion	<ul style="list-style-type: none"> • How would you define the concept of creativity from a conflict management perspective? • How would you explain the benefits of applying creativity to conflict resolution practices to a manager/boss who doesn't understand how these two concepts are related/connected? 	<p>Initial post to the Discussion due by Thursday March 30th, 11:00 PM Mountain Time</p> <p>At least 2 replies to your peers due by Sunday April 2nd, 11:00 PM Mountain Time</p>	30
Quiz 3	<p>Please answer questions for quiz #3 (Based on Ch. 4 & Ch. 5 from textbook) Deadline: Sunday April 2nd by 11:00 PM MST</p>		100

COMM 3322 Calendar

Week 4

Activity	Description	Due Date	Points
Readings	<p>Required Readings</p> <ul style="list-style-type: none"> • Ch. 6 Managing the Conflict Climate. Pages 134-156 (Textbook) • Ch. 7 Managing Face. Pages 157-176 (Textbook) • Additional Resources In preparation for each weekly case study, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources. 	Wednesday April 5th, by 11:00 PM Mountain Time	0
Week 4 Discussion	<ul style="list-style-type: none"> • How would you define the concept of "Face Management"? • How can "Face Management", specifically "Preventive Face Management " be used to in conflict management practices? • What is the main difference between preventive face management and corrective face management? Under which situations would you apply these two concepts? 	<p>Initial post to the Discussion due by Thursday April 6th, 11:00 PM Mountain Time</p> <p>At least 2 replies to your peers due by Sunday April 9th, 11:00 PM Mountain Time</p>	30
<p>Quiz 4 Please answer questions for quiz #4 (Based on Chapter 6 &7 from text book) Deadline: Sunday April 9th 11:00 PM MST</p>			100

COMM 3322 Calendar

Week 5

Activity	Description	Due Date	Points
Readings	<p>Required Readings</p> <ul style="list-style-type: none"> • Ch. 8 Managing Stress and Anger. Pages 177-202 (Cahn & Abigail Textbook) • Ch. 9 Managing Conflict through Forgiveness. Pages 203-225 (Cahn & Abigail Textbook) • Additional Resources In preparation for each weekly topic, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources. 	Wednesday April 12th, by 11:00 PM Mountain Time	0
Week 5 Discussion	<ul style="list-style-type: none"> • Based on the information in your textbook, which type of stress (Eustress, Hypostress, Hyperstress and Distress) do you believe is more prevalent in the workplace? • What would be one recommendation to effectively manage the type of stress you mentioned in the previous point? 	<p>Initial post to the Discussion due by Thursday April 13th, 11:00 PM Mountain Time</p> <p>At least two replies to your peers due by Sunday April 16th, 11:00 PM Mountain Time</p>	30
Quiz 5	<p>Please answer questions for quiz #5 (Based on Ch.8 & Ch. 9 from textbook) Deadline: Sunday April 16th 11:00PM MST</p>	100	

COMM 3322 Calendar

Week 6

Activity	Description	Due Date	Points
Readings	<p>Required Readings</p> <ul style="list-style-type: none"> • Ch10. Managing Win-Lose Conflicts Through Negotiation. (Cahn & Abigail textbook). Pages 226-246 • Ch. 11 Managing Others' Disputes through Mediation (Cahn & Abigail textbook). Pages 247-266 • Additional Resources In preparation for each weekly topic, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources. 	Wednesday April 19th, by 11:00 PM Mountain Time	0
Week 6 Discussion	<p>Discussion Prompt</p> <ul style="list-style-type: none"> • From an organizational communication perspective, give two scenarios in which mediation could be an effective workplace conflict management tool. • If you were in the middle of a dispute, describe which specific skills would you look for in an individual to perform the • mediator role. • From your professional perspective, which are the main benefits of choosing mediation over any additional ADR's? 	<p>Initial post to the Discussion due by Thursday April 20th, 11:00 PM Mountain Time</p> <p>At least 2 replies reply to your peers due by Sunday April 23rd, 11:00 PM Mountain Time</p>	30
Quiz 6	<p>Please answer questions for quiz #6 (Based on Ch.10 & 11 from textbook) Due date: Sunday April 23rd 11:00 PM MST</p>		100

COMM 3322 Calendar

Week 7

Activity	Description	Due Date	Points
Readings	<p>Required Readings</p> <ul style="list-style-type: none"> • Ch12. Managing Conflict in the Workplace. Pages 267-295 (Cahn & Abigail textbook) • Additional Resources In preparation for each weekly topic, you are encouraged to explore the web and the UTEP Library, including NBC Learn, Films on Demand, and other media resources. 	Wednesday April 26th by 11:00 PM Mountain Time	0
Week 7 Discussion	<ul style="list-style-type: none"> • According to Cahn and Abigail, workplace conflict can result from instrumental, relationship, identity, process and goal variables. From your professional-work experience, which do you feel is the most common source of conflict in the workplace? Why? • Your textbook mentions several alternatives organizations offer to their employees to manage work-life conflict. Which alternatives would you institute at your workplace and why? 	<p>Initial post to the Discussion due by Thursday April 27th, 11:00 PM Mountain Time</p> <p>At least 2 replies to your peers due by Sunday April 30th, 11:00 PM Mountain Time</p>	30
Quiz 7	<p>Please answer questions for quiz #7 (Based on Ch.12 from Cahn & Abigail text book) Deadline Sunday April 30th 11:00 PM MST</p>		100

Assignment Week 7

Final Reflection Paper (Due Sunday April 30th, 11:00 PM MST) (90 Points)

Instructions

Based on all your readings in this course, reflect on the diverse Communication and Conflict concepts presented in the course by writing a 5-page reflection paper. Reflect and include the following:

- 1)** Describe which topics/chapters you enjoyed the most. Provide an explanation, including an overview of the topics and the details you found insightful.
- 2)** Describe how the material covered in this course might help you become a more competitive professional communicator/conflict manager. Discuss what specific conflict management knowledge would make you more effective at your work/academic environment.
- 3)** Provide three specific examples directly related to how you can apply the knowledge learned in class to your chosen professional/academic life.

Your paper should include:

An **introduction**, proper **transitions between sections (include titles)** and a strong **conclusion/closing statement**.

Use proper citations in **APA style** where applicable.

Deadline to submit your final reflection paper is **Sunday April 30th, 11:00 PM MST**