Doctor of Ministry

PTH 962 Conflict Management
Spring 2020

Faculty Information
Professor: Richard Tow, D.Min.
Email: Tow.Richard@Gmail.com
Phone: 417.844.2148
Office hours: N/A

Course Information
Credit hours: 3
Course dates: February 24-28
Meeting times: M 1-5pm; T-Th 8am-5pm; F 8am-12noon
Location: AGTS, Room 225

Required Textbooks
(Unless otherwise noted, textbooks may be purchased through the Evangel Bookstore [http://www.bkstr.com/evangelstore/home].)

Pre-Session Reading (approximately 1250 pages) Reading Report Due First Day of Class--see form at end of bibliography in this syllabus.


Additionally, choose books from the concentration most suited to your ministry context (or whatever combination best suits your interests) and the bibliography, for a total of approximately 850 pages):

**PASTORAL LEADERSHIP**

Haugk, Kenneth C. *Antagonists in the Church: How to Identify and Deal with Destructive Conflict.* Minneapolis: Augsburg, 1988. [189 pp.]


**CONFLICT AND COMMUNICATION**


Assemblies of God Theological Seminary Mission Statement

The purpose of Assemblies of God Theological Seminary is to train men and women to fulfill the mission of the Church as taught in Scripture—Shaping servant leaders with knowledge, skill and passion to revitalize the Church and evangelize the world in the power of the Spirit.

Evangel University Mission Statement

Evangel University is a comprehensive Christian university committed to excellence in educating and equipping students to become Spirit-empowered servants of God who impact the Church and society globally.

D.Min. Mission Statement

The mission of the D.Min. is threefold: 1) to enhance the participants’ professional competence in the particular area of their gifts and calling; 2) to integrate learning into the context of each participant’s ministry; and 3) to develop strong Pentecostal scholar-practitioners/ministers.

Catalog Description

This course develops a biblical and practical understanding of conflict. It examines biblical principles of conflict management, styles of conflict management, intervention strategies for resolving conflict, and principles for nurturing a healthy conflict management culture in organizations. Special focus will be given to the leader’s pivotal role in conflict and using conflict for positive change. Mediation, arbitration, and negotiation will also be examined.

Course Prerequisites

There are no prerequisites.

Course Purpose

This course is designed to enhance the student’s understanding of conflict dynamics and develop skills for managing relationships that are effective for personal enrichment and ministry success. Leaders are trained to make
productive choices in conflict episodes based on biblical principles. They are equipped to teach these skills to others within their sphere of influence and lead organizations toward a healthy conflict management culture.

**Learning Outcomes**

The objectives of the course are stated in terms of learning outcomes. All AGTS Program Learning Outcomes, EU 20 Outcomes, and Faith, Work, and Economic Outcomes are found on the website: [https://agts.edu/current-students/academic-policies/](https://agts.edu/current-students/academic-policies/).

<table>
<thead>
<tr>
<th>Upon completion of this course, the participant will be able to:</th>
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<tbody>
<tr>
<td><strong>CLOs</strong></td>
</tr>
<tr>
<td>1. Explain and elaborate on the cause and nature of conflict</td>
</tr>
<tr>
<td>2. Synthesize effective principles of confrontation and resolution of conflict</td>
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<tr>
<td>3. Create specific strategies to overcome impasse in confrontation</td>
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<tr>
<td>4. Coach and instruct others within their influence on how to manage conflict</td>
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<tr>
<td>5. Develop skills in order to use conflict effectively as a leadership tool</td>
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<tr>
<td>6. Formulate habits for staying spiritually and emotionally healthy as a leader</td>
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<table>
<thead>
<tr>
<th><strong>PLOs</strong></th>
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<tr>
<td>This course supports but does not assess PLOs 1, 2 and 3.</td>
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<table>
<thead>
<tr>
<th><strong>EU20 and FWE Outcomes</strong></th>
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<tbody>
<tr>
<td>This course supports but does not assess EU20 Outcomes C4, E1, E2, I1, G1, and G2; FWE Outcomes 1-6.</td>
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</table>

**Course Format**

This course will include lectures, class discussions, case studies, etc.

**Course Schedule**

This is a tentative course outline. The course schedule may be changed at the discretion of the course instructor. Notice of changes will be made in class and/or through COURSE COMMONS announcements.
Monday 1:00 – 5:00 p.m.
- Syllabus, Introductions, Overview of the week, Source and nature of conflict, Case Studies

Tuesday 8:00 a.m. - 5:00 p.m.
- Theological foundations and Biblical Responses to Conflict Elements of conflict: goals, emotion, and power

Wednesday 8:00 a.m. - 5:00 p.m.
- Confrontation
- Communication and dealing with Antagonists and Personality Disorders

Thursday 8:00 a.m. - 5:00 p.m.
- Opportunities Afforded by Conflict, Change Dynamics, Mediation, Arbitration and Litigation
- Guest Interview; Organizational Dynamics of Conflict

Friday 8:00 a.m. - Noon
- Nurturing a Healthy Conflict Management Culture in Organizations; Forgiveness and Staying Healthy as a Leader

Course Policies and Requirements

Pre-session
1. Pre-Session Reading (approximately 1250 pages + concentration reading 850 pages) **Reading Report Due First Day of Class. See form at end of syllabus.**

**Note:** It is a violation of academic policy to include in the required reading any books previously read for credit. If you have previously read any of the required texts for credit, please substitute another book after discussing with the professor.
2. Pre-Session Writing (Due the first day of class)
   - **Critical Reflection Paper.** Write a 4-5 page paper reflecting on the pre-
     session reading with regard to: (1) aspects of conflict that are most difficult for you to handle, and (2) conflict management skills you need to develop. This is not a summary of the reading. Please just address these two points, as understood through the reading.
   
   - **Case Study.** Write a 1-2 page account of a current or past personal experience with conflict in the ministry that you are willing to share with the class. Give a one-paragraph summary at the end, describing the resolution process or current status and outcomes of this conflict.

Note: Submit all papers to Tow.Richard@Gmail.com in Microsoft Word format.

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**Session**

- Attend all class sessions. The course meets Monday-Friday. Hours: Monday: 1:00p.m.-5:00p.m.; Tuesday–Thursday: 8:00a.m.-5:00 pm.; Friday: 8:00a.m.-noon.
- Present personal case study for cohort analysis.
- Participate in all discussions and group activities.

**Post-session**

Participants should prepare a 25-30-page research project on one of the following options. **Due Date: May 1, 2020.** Projects should be emailed to the professor (Tow.Richard@Gmail.com) in Microsoft Word format.

- Create a conflict resolution policy for your ministry, outlining various scenarios, biblical teaching, appropriate response, etc.
- Develop a conflict management training course for your ministry setting (church congregation, leadership team, board members); specify this audience in the introduction to the project. Be sure to include time frame in which material will be presented. Teaching notes (with sources documented, student notes, and if applicable power point presentation should be included).
- Investigate an area or application of conflict resolution in detail.
- Other. If you have an idea for something applicable to your ministry that doesn’t appear above, please discuss with professor for approval.

Note: Papers will be graded according to the following criteria...
- Clarity and conciseness of writing.
- Evidence of integration of course materials (reading and discussion), supplementary, topic-specific research, and application to ministry setting.
• Adherence to Turabian format in footnotes and sources consulted (wide latitude is given in the formatting of this project for the sake of the training materials, but Turabian formatting where possible is still expected).

Research/Writing Assignment
All written work is to be formatted according to the Turabian style manual, 9th edition. Writing from previous academic work may not be recycled. For more information about an editor/writing coach, see the Editor’s List in the Writing and Project Resources Module in D.Min. Central in CANVAS.

Writing Project Evaluation
1. Cogency
   Are the major assertions clear, specific, adequately supported, and well organized?

2. Creativity
   Do the major ideas represent original and insightful formulation?

3. Depth
   Are the ideas in the paper important and substantial, reflecting significant research and high-quality, formative thinking?

4. Quality
   Is the writing clear, compelling, professional, and consistent with the Turabian standard?

Attendance
Due to the accelerated pace of each course, regular and punctual attendance is expected of each participant for all course activities. Because attendance is such a crucial element of the cohort peer-learning process, a participant cannot be absent for more than four hours of class and still receive credit.

Electronic Devices in the Classroom
It is expected that electronic devices will be used during class to support the students’ learning. Any use of technology that substantially degrades the learning environment, promotes dishonesty or illegal activities is prohibited. Cell phones should only be used for academic purposes during class. Please turn cell phones off or to silent during class.

Assessment
Grading Policy
Grading is a composite of points earned in each phase of the course.
<table>
<thead>
<tr>
<th>Assignment Group</th>
<th>Total Points</th>
<th>Weight (% of Final Grade)</th>
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<tbody>
<tr>
<td>Reading</td>
<td>10 pts</td>
<td>10%</td>
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<tr>
<td>Reflection Paper</td>
<td>5 pts</td>
<td>5%</td>
</tr>
<tr>
<td>Case Study &amp; Class Presentation</td>
<td>5 pts</td>
<td>5%</td>
</tr>
<tr>
<td>Research Project</td>
<td>80 pts</td>
<td>80%</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>80 pts</strong></td>
<td><strong>80%</strong></td>
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**D.Min. Grading Scale**

All assignments will be assessed using the grading and weighting scales noted below.

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<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94 to 100%</td>
</tr>
<tr>
<td>A-</td>
<td>90 to 93%</td>
</tr>
<tr>
<td>B+</td>
<td>87 to 89%</td>
</tr>
<tr>
<td>B</td>
<td>84 to 86%</td>
</tr>
<tr>
<td>B-</td>
<td>80 to 83%</td>
</tr>
<tr>
<td>C+</td>
<td>77 to 79%</td>
</tr>
<tr>
<td>C</td>
<td>74 to 76%</td>
</tr>
<tr>
<td>C-</td>
<td>70 to 73%</td>
</tr>
</tbody>
</table>

**Late/Missed Assignment Policy**

In extreme circumstances, extensions may be requested from the professor. It is the participant’s responsibility to communicate with the professor prior to the post-session due date if an extension is needed. If the participant requests additional time, an incomplete “I” grade may be given at the discretion of the instructor for the extension (not to exceed 90 days). In the event the instructor approves an extension, he or she will have the option of lowering the final grade for the course one letter grade lower than it would have been had the work been submitted on time. A failing “F” grade may be issued if the work is not submitted before the expiration of the established extension. No participant will be permitted to register for a class if more than two (2) IP or I grades are posted on the participant’s transcript.

**Academic Integrity Policy**

As participants in a Christian university, members of the broader academic community, and active professionals, it is incumbent upon every member of the Evangel community to employ and encourage integrity in all our academic and professional pursuits. Any and every instance of academic dishonesty compromises the mission of Evangel University and violates the standards we hold as people of Christ and practitioners within our professional fields. Students are expected to understand and avoid all forms of academic dishonesty, which includes falsification, cheating, collusion, and plagiarism.

As members of the Evangel community, students share the responsibility to deter and report academic dishonesty. Should a student become aware of a
violation of academic integrity, he or she is encouraged to report the incident to a faculty member or department chairperson.

It is the responsibility of the faculty to address any and all acts of academic dishonesty. Sanctions for violations of academic dishonesty can include but are not limited to a failing grade on an assignment, a failing grade for the course, suspension from school, or expulsion from the university. Evangel’s policy on academic integrity, as published in the Student Handbook, appears in the section IX. University Policies: Academic Integrity.

**Accommodation Statement**

Evangel University is committed to equal educational opportunities for students with disabilities in accordance with Section 504 of the Rehabilitation Act of 1973 and the American with Disabilities Act as amended (ADA). Academic Support, a division of the Center for Student Success, is the office designated by Evangel University to review disability documentation, determine reasonable accommodations, and develop plans for the provision of such accommodations.

If you have already established accommodations through Academic Support and receive accommodation memos, please meet with me to discuss the provisions of those accommodations as soon as possible (accommodations are not retroactive). If you have not yet established accommodations, but have a disability or health condition (permanent or temporary) that may have some impact on your work in this class and for which you may require accommodations, you are welcome to contact Academic Support staff in the Center for Student Success (ZM-208; 417-865-2815 x.8215) so that accommodations can be arranged. See the Disability and Academic Accommodations Handbook for further information on the accommodations process.

**Specific Data**

Prepared by Dr. Richard Tow, August 2019
Course Commons

This course will use Course Commons, Evangel’s learning management system. There are links to Course Commons in the Student Portal and the Evangel website. The login page for Course Commons is https://courses.evangel.edu.

Use your Evangel username and password to login.

Course Commons Student Orientation
All Evangel students have access to the Course Commons Student Orientation. If you are new to Course Commons, you are encouraged to take advantage of this excellent resource. As part of your course preparation, this will help you make the most of the features that are available to you as a student.

Accessing the Course in Course Commons
Access your courses list by clicking on the Courses icon on the Global Navigation menu on the left of the screen. You can also click on the course card on the Dashboard.

To customize your Courses list, see the following Help Guide: How do I customize my Courses list?

Students will have access to this course in Course Commons seven (7) days before the official beginning of the semester. If students have not completed
their financial registration by the first official day of class, their course access will be revoked.

After the end of the semester, students will have read-only access to the course through Course Commons. Only access to already submitted work, course resources and grades will be available.

Accessing Course Content in Course Commons
The professor controls the availability of course content and features. Some items may be unavailable until a date set by the professor.

You can navigate the course content and features using the Course Navigation menu on the left. This menu can be customized by the professor, so it may differ from course to course, depending on what features the professor has chosen to make available.

You can collapse the Course Navigation menu to focus on the page content. Click on the menu icon in the upper left (which looks like 3 lines). You can expand the menu by clicking on the menu icon again.

All course content (syllabus, modules, course materials, assignments, online quizzes, online discussions, grades, etc.) can be accessed using the links in the Course Navigation menu.

Personal Settings in Course Commons
Students can adjust their personal settings in Course Commons. Click on the Account icon to access the Account menu.

On the Profile page, you can add a profile picture to your account. You can also edit your display name, which will show to your instructor and peers throughout Course Commons.

The Settings link allows you to add additional contact methods (personal email or cell phone number for text message alerts) to your account. You can also add external services, like Twitter, Skype or Google Drive.

The Notifications link allows you to customize what notifications you receive from Course Commons and how and when you receive them. This is a student-centered feature that allows you to optimize your notifications to help you stay connected to what is happening in all your courses.
For more information, see the following pages in the Course Commons Student Orientation: How to Update your Profile and Settings and How to Update Your Notifications Preferences.

Accessing Grades in Course Commons
All course grades will be recorded and shown through Course Commons. Simply click the “Grades” button on the lower right of the Dashboard to access your grades for all courses. You can also use the Grades link in the Course Navigation to access your grades for this course.

For more information on how to check your grades and what you can do from the Grades page, see the following page from the Course Commons Student Orientation: How to Check My Grades.

How to Get Help with Course Commons
Help is never more than a few clicks away! You can access the Support menu from any page in Course Commons.

Click on the Support icon in the lower left corner of the screen. Because the Course Commons is powered by the Canvas Learning Management System, all help guides and helpdesk tickets will reference Canvas.

From the Support menu, you can send a message to your instructor, search the Canvas Help Guides, or report a problem.

You can browse the Canvas Student Guide for help on a specific topic.

Course Commons Troubleshooting
Do you have a question about a quiz, an assignment, or another item in the course? Contact your professor.

Are you having technical problems with Course Commons? Click the Support icon, click “Report a Problem” and complete the form to file a ticket for a personal response from the support team. Please be sure to include a thorough description of the problem.

Are you having trouble with your Evangel account (username and password)? Contact the IT Helpdesk at studenthelp@evangel.edu (email) or call 417-865-2815 ext. 4357 (HELP). Please allow 24 hours for a response on a weekday and 48 hours for a response on the weekend.
Bibliography

Books marked with an asterisk (*) are recommended for substitute options.


Deal, Jennifer J. and Don W. Prince. Developing Cultural Adaptability: How to


*Kolb, Deborah M., Judith Williams, and Carol Frohlinger, Her Place at the Table: A Woman’s Guide to Negotiating Five Key Challenges to Leadership Success, San Francisco: Jossey-Bass, 2010.


Lyon, K. Brynolf, and Dan P. Mosely. How to Lead in Church Conflict: Healing


Shelley, Marshall, ed. *Leading Your Church Through Conflict and Reconciliation.* Minneapolis: Bethany House, 1997. *(This is out of print, but you can still track it down online.)*


Name ____________________________________________________________

Coulter. *Rediscovering the Power of Repentance and Forgiveness* ______
Sande. *The Peacemaker* ______
Shawchuck. *How to Manage Conflict in the Church. Vol. 1* ______
Stone, et al. *Difficult Conversations* ______
Wilmot and Hocker. *Interpersonal Conflict* ______
Substitute: ______
Substitute: ______

*Pastoral Concentration*
Haugk. *Antagonists in the Church* ______
Jones. *Embodying Forgiveness: A Theological Analysis* ______
Poirier. *The Peace Making Pastor* ______
Van Yperen. *Making Peace* ______

*Communication Concentration*
Benjami. *Perfect Phrases* ______
Fisher, et al. *Getting to Yes* ______
Mayer. *The Dynamics of Conflict* ______
Patterson. *Crucial Confrontations* ______
Other: ______
Other: ______

*Total Pages Read*

Signature ___________________________________________ Date _______________

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