Course Description

The purpose of this course is to train leaders concerning the key elements for building healthy relationships both personally (at home) and organizationally (in the Christian organization). The issues of proper boundaries, time management, balancing life’s demands, and creating a healthy organizational culture will be addressed. Key principles, strategies and procedures for resolving conflict within the personal and organizational spheres will be addressed in this course.

Gordon-Conwell Mission

CL640 relates to the mission of Gordon-Conwell by equipping the student to think biblically about conflict resolution and translate that biblical understanding through the skills learned in the class to facilitate reconciliation in the church.

Course Relation to the Curriculum

The focus of this course in the leadership curriculum is to help the Christian leader to model and facilitate biblical peace making. The course is designed to help the student understand their view and style of conflict. The student also learns critical skills in helping to resolve conflict as well as how to create a culture which sees conflict as healthy and necessary for growth. The M.Div degree goals touched upon in this class are goals 4, 5 and 6.

Course Objectives

A. To understand, develop and articulate a biblically based philosophy for conflict resolution both personally and professionally.
B. To identify key forces in conflict and conflict resolution.
C. To understand and be aware of the organizational dynamics which will facilitate healthy relationships and minimize conflicts both personally and professionally.
D. To understand the interplay between individual and organizational health.
E. Develop an awareness of levels of conflict and their importance in conflict resolution.
F. To recognize the barriers and signs of an unhealthy organizational culture.
G. To know your own personal behavioral style, its strengths and weaknesses, and how that impacts conflict resolution, personally and organizationally.
H. To have a basic understanding of other behavioral styles and how that impacts communication and conflict resolution as well as key strategies on how to approach different styles effectively for conflict resolution.
I. To understand the essential elements of interest based conflict resolution.
J. To recognize how cultural, ethnic, and gender differences impact communication and conflict resolution.

K. To develop key criteria for boundary setting.

L. Knowing the procedural stages leading up to possible litigation.

M. To recognize, embrace and practice the spiritual disciplines needed to be personally prepared for conflict resolution. In other words, the spiritual state of the person directly impacts one’s approach to conflict resolution.

Course Requirements

Achievement of the course objectives will be measured through a variety of assignments and activities described below. The successful completion of these activities will require each student to spend approximately 135 hours devoted to coursework both in class and out of class. The following break-down of assignments indicates how these hours are distributed across various course assignments.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Expected Time</th>
<th>Students Actual Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading of Texts</td>
<td>30 hours</td>
<td></td>
</tr>
<tr>
<td>500 Pages Additional Reading</td>
<td>15 hours</td>
<td></td>
</tr>
<tr>
<td>Philosophy Paper</td>
<td>15 hours</td>
<td></td>
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<tr>
<td>Class Time</td>
<td>22 hours</td>
<td></td>
</tr>
<tr>
<td>Case Study</td>
<td>12 hours</td>
<td></td>
</tr>
<tr>
<td>Family History</td>
<td>05 hours</td>
<td></td>
</tr>
<tr>
<td>Interview</td>
<td>03 hours</td>
<td></td>
</tr>
<tr>
<td>Online Activities/Assignments</td>
<td>33 hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>135 hours</td>
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Course Material

Required reading:


INVENTORY: TKI INVENTORY ($20.00 online)
Course Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Total Point Value</th>
</tr>
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<tbody>
<tr>
<td>Reading of Assigned Texts &amp; Annotated Bibliographies</td>
<td>150 points (25 points each)</td>
</tr>
<tr>
<td>Additional Reading &amp; Log</td>
<td>100 points</td>
</tr>
<tr>
<td>Philosophy Paper</td>
<td>150 points</td>
</tr>
<tr>
<td>Case Study Paper (Group)</td>
<td>200 points</td>
</tr>
<tr>
<td>Family History Paper</td>
<td>100 points</td>
</tr>
<tr>
<td>Interview</td>
<td>100 points</td>
</tr>
<tr>
<td>Online Activities/Assignments</td>
<td>200 points</td>
</tr>
<tr>
<td></td>
<td>1000 points</td>
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</table>

1. **Reading of the Texts**

   The student is to submit a one-page annotated bibliography of each of the required texts citing the benefits received from each. Consult the course schedule in Sakai for specific due dates. *The reading grade is all or none.* (25 points each for a total of 150 points)

2. **Philosophy of Conflict Resolution Paper**

   The student is to write a ten-page paper outlining their view of conflict and conflict resolution from a biblical and practical perspective. The student is to cover key concepts of conflict resolution out of which stated principles will be formulated. The student will also give biblical illustrations as well as life experience illustrations to demonstrate the principles and philosophy articulated. *This paper is due on May 3, 2014.* (150 points)

3. **Group Case Study Paper**

   Students (as a team) will write a case study concerning an organizational conflict in a Christian organization. The following is to be included in the paper:
   
   (a) A basic narrative of the issues involved.
   (b) The precipitating events which brought about such conflict.
   (c) A brief discussion of the underlying issues (personally and professionally).
   (d) The key factors that are necessary in resolving the conflict and a corresponding strategy.
   (e) The implication of not resolving the conflictual situation.
   (f) The students will then lead the class through the various issues and process resolving the particular case presented in class. The case can be “real” or “fictional”.
This paper and presentation is worth 200 points and 8-10 pages in length; the presentation portion, which will take place during the residency is 35 minutes including class interaction. The group paper is due April 1, 2014.

4. **Interview with a Pastor or Para-Church Leader on how their Organization Resolves Conflict.**

   This interview is to consist of questions that ask how a particular church Para-church resolves conflict. Is there a process, if so, what is it? What is an example of how the organization/church handled a conflict?

   **This paper is worth 100 points and is to be no longer than 6-8 pages in length. Due May 3, 2014.**

5. **Family History Paper**

   The purpose of this paper is for you to learn your family’s view of conflict and its impact upon your own style. What were the rules in your home concerning conflict? How were issues addressed and resolved in your family—were they resolved? What was the atmosphere like in your home concerning raising difficult issues? Was there more of an open or closed atmosphere in your home? What role did you ascribe to in your family—peacemaker, scapegoat, silent spectator? **This paper is worth 100 points and is to be no longer than 8 pages in length. Due February 22, 2014.**

6. **Additional Reading: 500 pages**

   The student will do a reading log consisting of journal articles, books and magazine articles on various issues of conflict. For instance, such topics to explore would be gender and conflict, cross-cultural conflict, generations and conflict, the art of listening etc. Anything to do with the topic of conflict is fair game. The log would consist of the name of the article or book read, number of pages and a short paragraph stating a couple of insights you gleaned from the reading. **Due May 3, 2014. Points: 100 points.**

7. **Online Coursework**

   The first nine weeks of the course will feature various assignments and activities (blog posts, forum discussions, etc.) related to the course content in Sakai. Consult the course schedule in Sakai for specific due dates. **The total point value for online activities and assignments is 200 points.**
Grading criteria for written work:

A. Promptness,
B. Organization,
C. Comprehensiveness and content concerning the topic,
D. Writing style,
E. Adequate references to validate concepts
F. Practicality and evidence of personal impact of the information.

No late papers or e-mail papers will be accepted. It is acknowledged that life circumstances cannot be avoided and in such cases consideration with some penalty will be noted. Computer breakdowns and printer problems do not count as life circumstance issues. No work will be accepted after the due date of work.

Attendance

Attendance at the three-day residency is required to pass the course.

Grading

1000 total points possible:

- 1000-930 A
- 929-900 A-
- 899-870 B+
- 869-830 B
- 829-800 B-
- 799-770 C+
- 769-730 C
- 729-700 C-
### COURSE SCHEDULE (Tentative)

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Lesson Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 27</td>
<td>Course Officially Begins</td>
</tr>
<tr>
<td>January 27-February 8</td>
<td>Lesson 1: Introduction to Managing Conflict</td>
</tr>
<tr>
<td>February 10-22</td>
<td>Lesson 2: Biblical Foundations of Managing Conflict</td>
</tr>
<tr>
<td>February 24-March 8</td>
<td>Lesson 3: Conflict in the Organization &amp; Conflict Styles</td>
</tr>
<tr>
<td>March 10-22</td>
<td>Lesson 4: Levels of Conflict</td>
</tr>
<tr>
<td>March 24-29</td>
<td>Lesson 5: A Systems Approach to Conflict</td>
</tr>
<tr>
<td>April 2-4</td>
<td>Residency (Mandatory)</td>
</tr>
<tr>
<td>May 3</td>
<td>Course Officially Ends</td>
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