

# Conflict Management and Resolution



JAMES COOK  
UNIVERSITY  
AUSTRALIA



*Ready today for tomorrow*

[jcu.edu.au](http://jcu.edu.au)



# About the Program

The James Cook University (JCU) Conflict Management and Resolution program is dynamic and innovative, offering postgraduate students and professional development participants a world-class learning experience.

Our program is academically grounded and practice-oriented. Our students develop the knowledge and skills to analyse, manage and resolve conflict in a wide variety of contexts. Graduates are prepared to work in professions that deal directly with conflict, as well as in other professions that require conflict management skills.

Our staff are conflict management and resolution practitioners with extensive practical experience and a passion for the field. Our students come from a wide variety of backgrounds and bring a rich diversity of experience to the program. Most have significant work experience, although some come straight from other university degree programs. Our students are graduates from many different disciplines including business, education, law, humanities, social science and health.

## WHY STUDY THIS PROGRAM?

### Benefit from flexible study options

You can complete our courses fully online or in "blended mode", meaning that a subject involves both online studies and a weekend block-mode workshop in Townsville.

### Gain hands-on experience

Our students can apply for a placement with the Attorney-General's Dispute Resolution Branch to gain insights into the work of a conflict resolution practitioner.

### Become a better leader, manager, team member

Conflict management skills are essential in any position that involves working with people.

### Expand your qualifications

JCU offers a joint Master of Business Administration-Master of Conflict Management and Resolution, which can be completed in two years full-time. It is designed for students who want to further enhance their career opportunities.

### Become professionally accredited

Our programs can lead to accreditation as a mediator under the Australian National Mediator Accreditation System, and as a REAL Conflict Coach through Conflict Coaching International.

### Learn from experts in the field

Our subjects are taught by highly experienced practitioners who use realistic conflict cases and scenarios to deliver authentic learning experiences that can be applied to real-world situations.

### Our students learn to:

- Evaluate complex conflict and related theories and standards for professional practice in conflict management and resolution.
- Critically analyse complex conflicts and conflict management systems.
- Provide specialised advice to assist individuals, groups and organisations to constructively manage conflict.
- Effectively communicate with, facilitate and support people in personal, group, organisational and cross-cultural conflict.
- Independently and critically reflect on and assess their own capabilities and performance, and make use of feedback as appropriate, to support personal and professional development.
- Exercise independent ethical judgment and initiative in conflict management and resolution practice and research.

## ENTRY REQUIREMENTS

To enrol in one of our postgraduate programs, students need an undergraduate degree (in any discipline) or other qualifications/experience deemed equivalent by the University. Anyone can participate in our subjects as a professional development participant.

## ADVANCED STANDING

Masters students may be eligible for up to four subjects (12 credit points) and Graduate Certificate students up to two subjects (6 credit points) depending on prior education/work experience.

## CAREER OPPORTUNITIES

Many of our graduates find that developing advanced conflict management and resolution skills helps their career progression in their current employment, particularly in management roles. Graduates of the Conflict Management and Resolution program have successfully applied their knowledge and skills in a wide range of professions and industries.

These include health, local government, higher education, emergency services, primary and secondary schools, construction, logistics, law, Federal politics, defence, social work and general management settings; both in Australia and in other countries.



*"The Master of Conflict Management and Resolution has helped me to improve my communication skills. I have learnt that underpinning all our actions is one's role to be critical of issues, and to also have a reflective and ethical approach to issues. This course is excellent and helps to develop one's skills on a personal and professional level. I believe that the skills and knowledge that you gain from this course are transferrable to almost all professions."*

**Jacqueline Mary Boga Garoau**

**Legal Officer**

**MASTER OF BUSINESS ADMINISTRATION-MASTER OF CONFLICT MANAGEMENT AND RESOLUTION**

Our program is also a valuable qualification for those seeking employment specifically in the field of Conflict Management and Resolution. Graduates can practice as mediators, conciliators, arbitrators and ombuds in private practice or with corporate or government organisations.

There are also many opportunities in community development and international peace and security. Organisations such as the World Bank, United Nations, International Committee of the Red Cross and Red Crescent, International Rescue Committee, and the Department of Foreign Affairs and Trade offer graduate employment opportunities.

Some students decide to pursue PhD studies in Conflict Management and Resolution, contributing to research and the development of the field. Doctoral studies lead to careers in academia and specialised research.

## POSTGRADUATE COURSE STRUCTURE

### Graduate Certificate of Conflict Management and Resolution

- Conflict Analysis
- Conflict Resolution Processes.

Plus up to two additional elective subjects (depending on advanced standing).

### Master of Conflict Management and Resolution

- Conflict Analysis
- Conflict Resolution Processes
- Ethical Decision Making and Reflective Practice
- Multidisciplinary Research and Communication in CMR
- Neuroscience, Psychology and Conflict
- One of the two capstone subjects: Sustainable Conflict Management OR Professional Project/ Internship.

Plus six additional elective subjects (depending on advanced standing).

### Master of Business Administration - Master of Conflict Management and Resolution (joint degree)

- Conflict Analysis
- Conflict Resolution Processes
- Ethical Decision Making and Reflective Practice
- Multidisciplinary Research and Communication in CMR
- Neuroscience, Psychology and Conflict

- One of the three capstone subjects: Sustainable Conflict Management OR Applied Research Project OR Professional Project/ Internship.

Plus seven Master of Business Administration core subjects.

Plus three additional Conflict Management and Resolution elective subjects.

## CORE SUBJECTS

### Conflict Analysis

This subject equips students with the analytical skills necessary to deconstruct complex conflicts. Students undertake critical analysis of a range of conflict situations to assess conflict causes and dynamics and to become familiar with the process of systematically mapping a conflict. Students are introduced to a range of conflict intervention and management strategies.

### Conflict Resolution Processes

This subject focusses on the different processes that are available for resolving conflict, including negotiation, conciliation, mediation, arbitration, facilitation, collaborative and restorative justice processes. Students consider the differences between the various processes and develop the capacity to evaluate which process is most suitable for a particular conflict situation.

### Ethical Decision Making and Reflective Practice

This subject considers the ethical issues that may arise in managing and resolving conflict in a wide range of contexts. Students learn about a range of ethical decision-making processes. Students also explore the concept of reflection and what it means to be a reflective practitioner in the field of conflict management and resolution.

### Multidisciplinary Research and Communication in CMR

This subject provides students with research and writing tools relevant to the exciting and evolving field of conflict management and resolution. Students will develop skills in writing for a range of audiences and learn how to interpret and apply research from conflict studies and other disciplines to a variety of contexts.

### Neuroscience, Psychology and Conflict

In this subject, students will learn how emotions and stress affect people's conflict behaviours, perceptions and attitudes. Students will also investigate the impact of stress on communication and cognition, including information processing, decision-making and memory in complex conflicts. In addition, students will examine how individual, cultural and contextual differences in social cognition and personality may influence peoples' conflict behaviours.



*"I chose the Master of Conflict Management and Resolution at James Cook University because of the range of subjects it offered, including conflict coaching, mediation and cross-cultural conflict resolution."*

**Richard Denning**

**Director, Restorative Justice Unit**

**Justice and Community Safety Directorate, ACT Government**

**MASTER OF CONFLICT MANAGEMENT AND RESOLUTION**

# Elective Subjects

## SUSTAINABLE CONFLICT MANAGEMENT

Enduring conflicts are conflicts that may not be resolved at all, completely, or quickly. The subject delivers a range of strategies and techniques to advise and assist future effective engagement in ongoing conflict, including handling conflict avoidance, using and responding to power wisely, appropriate conflict communication, and developing support systems for conflicting parties. Students learn about characteristics that make conflicts enduring and are introduced to constructive approaches to managing ongoing conflict, beyond any potential resolution. The content of this subject is applicable across multiple contexts, such as organisational, community, environmental, and international.



*“I returned to university as a mature age student to complete a Master’s degree and I have found both the content and the lecturers in JCU’s Conflict Management and Resolution program to be excellent.”*

*The theory and skills that I have obtained during my studies have been invaluable both personally and professionally. I am able to put the things I have learned into practise in the workplace on a daily basis, as I assist staff to manage conflict internally, or with external parties.”*

**Ranier Melick**  
Company Director

MASTER OF BUSINESS ADMINISTRATION (MAJORING IN CONFLICT MANAGEMENT AND RESOLUTION)

## NEGOTIATION

This subject provides an introduction to contemporary theories of negotiation both in Australia and overseas. The subject builds a sound understanding of the various negotiation models available with a particular focus on interest-based negotiation. The subject explores the factors at play in negotiation, how to recognise them and how to deal with them. The overall focus is on the major elements and stages of the negotiation processes and levels and forms of intervention. Detailed attention is paid to recognition of negotiation styles, reactions and interventions with the intent of maximising the benefits to be derived through co-operative bargaining as distinct from positional bargaining. Roleplays are an integral part of this subject, providing an opportunity for students to engage in experiential learning activities that facilitate the development of practical skills in negotiation.

## FACILITATIVE MEDIATION PRACTICE

This subject provides students with the opportunity to develop practical skills used as a facilitative mediator, including essential negotiation, mediation and communication skills. Students will receive individual coaching on their mediation skills from experienced practitioners. The subject meets the requirements of the National Mediator Accreditation Standards, and after completing this subject, students are eligible to sit the competency assessment for National Accreditation as a Mediator under the Standards.

## TOPICAL ISSUES - GROUP CONFERENCING

The subject provides students with an understanding of the Group Conferencing process, and the range of programs in which Conferencing is currently used, including in education, justice, workplace relations, and various residential and professional communities. The theoretical component of the course covers the co-evolution of conferencing theory and practice over recent decades. The practical component of the course provides an opportunity to practise the techniques necessary to facilitate an effective Group Conference, and to receive coaching from an experienced practitioner. The course content is consistent with Best Practice Standards in Restorative Justice developed by various organisations, including the Victorian Association for Restorative Justice and the Restorative Justice Council in the UK.

### Working with real Conflict Practitioners

All our subjects are taught by experienced conflict resolution practitioners, some are recognised as leaders in their field. In various subjects, additional experienced practitioners attend the workshops to provide students with individual feedback in their performance.

### Working with real conflicts

Students work with current conflicts and real-world case studies. They apply their knowledge and skills to topical local, and international issues.

## GROUP FACILITATION

Group facilitation is the management of multiple parties by an independent neutral whose role is to support the group achieve a clear outcome. This subject examines the dynamics of group facilitation and considers how to work with difficult groups and groups in conflict. The subject covers process design, process management, and introduces participants to intermediary and advanced skills of group facilitation. Students will learn how to work with groups in conflict from the perspective of participants, facilitators, and independent third parties, drawing on management, organisational science, and group facilitation theory.

## CONTEMPORARY MEDIATION MODELS, SKILLS AND TECHNIQUES

This subject introduces some of the theories, standards, skills and attributes relevant to mediation practice. It provides a theoretical foundation for the practical skills taught in 'Facilitative Mediation Practice'. Students will critically analyse some of the fundamental features of different mediation models and consider the legal and ethical aspects of mediation practice. Students will learn mediation process design, and how to adapt the process to a range of contexts including workplace, community, and other cultural settings. The subject will also cover contemporary issues, including dispute resolution in an online environment.

## CROSS-CULTURAL CONFLICT RESOLUTION

This subject explores the role that culture plays in conflict and its resolution. In a multicultural country such as Australia and in parts of the country such as north Queensland, where there is more than one strong culture, an understanding of culture is critically important. Historically, people who work to mediate disputes have been expected to remain culturally neutral or removed from their own worldview when negotiating conflict in cross-cultural settings. Increasingly, however, mediators are finding that embracing and seeking to understand culture is a more practical and effective strategy. Examining the role of culture can help conflict resolution practitioners improve the ways in which they relate to disputing parties, and expand the range of tools they can use when practising mediation in cross-cultural contexts.



*“The Conflict Management and Resolution Program at JCU taught me so much about myself, understanding other people and how to manage conflict. I know I am a better manager and am able to support my team better through studying this program. I found the learning extremely practical. The combination of theory with role plays (which should be referred to as ‘real’ plays) heightens the learning experience, and I was able to apply new knowledge and skills in my professional role immediately.”*

**Natasha Buttler**  
Tash B-Business Coach

MASTER OF BUSINESS ADMINISTRATION-MASTER OF CONFLICT MANAGEMENT AND RESOLUTION

## CONFLICT COACHING

Conflict coaching involves a conflict management specialist providing one-on-one support to a person enabling them to constructively deal with conflict. This support may be provided in relation to a specific conflict, or to assist the client to develop their conflict management skills more generally. The subject includes a range of exercises and role-plays to develop participants' conflict coaching skills.

## APPLIED RESEARCH PROJECT

This subject consists of a supervised research project undertaken in an agreed area of study related to conflict management and resolution and the submission of a research essay. Students work with a supervisor in deciding upon a topic, planning the research and carrying it out.

## PROFESSIONAL PROJECT/ INTERNSHIP

This subject involves a supervised practical project undertaken in an agreed area related to conflict management and resolution, and the submission of a project report. The project can include Work Integrated Learning placements or internships.

### Join our workshops for Professional Development

Throughout the year we offer a variety of workshops in Townsville that people can join for professional development. Our workshops are recognised for Continuing Professional Development (CPD) points by many organisations and professional associations, particularly where conflict management is seen a relevant professional skill. JCU will provide certificates to participants who complete the training.

For more information about our CPD training, please visit [jcu.edu.au/conflictresolution](http://jcu.edu.au/conflictresolution).



# Workshop facilitators



**DR DAVID MOORE**  
PRINCIPAL, PRIMED CHANGE CONSULTING

David Moore (PhD) has been engaged in training Group Conference facilitators for over 25 years, including in Australia, North America and Europe. In Australia, David has provided facilitation and training services to a range of organisations across government, community and corporate sectors.

His work supports individuals and organisations to communicate constructively and change adaptively.

David has also worked as Principal Consultant with Sydney-based Primed Change Consulting, and been a founding committee member of the Victorian Association for Restorative Justice, now the Australian Association for Restorative Justice. David now mainly consults independently and is currently advising on a number of state and federal programs, including the National Redress Scheme. He has published extensively in conflict management and organisational governance.



**DR MARIA RODRIGUES**  
RESEARCH COORDINATOR, COMMUNITY WORKS

Maria Rodrigues (PhD in Applied Ethics) is the Research Coordinator for Community Works, a Melbourne-based firm that specialises in applying social science research to enhance the impact of international, social, and community development initiatives. Through her research, Maria has developed principals for promoting social justice that apply readily to governance processes, education programs, training modules and media productions.

Her primary research interests centre around the psychology of peace and conflict, with a focus on conflict prevention and building ethical understanding across racial, national and cultural boundaries. Her work has been published in a variety of books and journals and has also contributed to international conferences, involving presentations in South Africa, Brazil, New Zealand and Kenya.



**CLAIRE HOLLAND**  
PRACADEMIC, JCU CMR PROGRAM

Claire is a CMR expert, with extensive experience in practice, education, and training. Claire has worked nationally and internationally as a mediation specialist, is a practicing Nationally Accredited Mediator under the Australian Standards (NMAS) with the Queensland Dispute Resolution Branch, and a certified conflict coach with Conflict Coaching International (CCI). She has delivered training to many high conflict workplaces. Her work and research interests include interfaith dialogue, coaching, leadership development, and positive psychology.

Claire is active in local and international alternative dispute resolution (ADR) forums, including the Australian ADR Research Network and Mediators Beyond Borders International (MBBI).

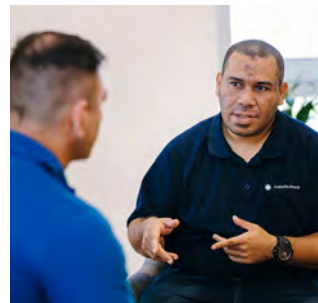
Claire has published in the areas of conflict management, conflict resolution processes, dialogue, and postgraduate education.



**DR ANDREW RIXON**  
FOUNDER, BABEL FISH GROUP

Andrew Rixon (PhD in Complexity Science) is a consultant, coach, and educator with a particular interest and passion for entrepreneurship and innovation. Andrew is the founder of Babel Fish Group, a management consulting company specialising in innovative approaches to leadership and change. He has worked across diverse industry and organisations within Australia and internationally across the US, UK and Asia.

In 2009, Andrew founded The Story Conference, a highly successful national conference series that focuses on the use and application of story and narrative approaches within organisations and communities.



# Work Integrated Learning

JCU's Conflict Management and Resolution program emphasises learning through practice. In most of our subjects students participate in simulations and role plays, and many subjects involve real-world case studies.

Our program has a collaborative partnership with the Dispute Resolution Branch (DRB) of the Queensland's Department of Justice and Attorney-General. The partnership allows our students to gain hands-on experience through work placements with a Queensland DRB office.

Selected Masters students can also complete substantive research projects in collaboration with the DRB.



*“Through my work placement with the Brisbane DRB I was able to put theoretical knowledge into practice by conducting Intake discussions to prepare parties to effectively participate in child protection conferences. Having had this experience, I feel confident I could apply my new skills to a range of conflict management processes.”*

**Estelle Bain**  
Senior Human Resources Business Partner with Queensland Health  
MASTER OF CONFLICT MANAGEMENT AND RESOLUTION

# Applying to JCU

## ENTRY REQUIREMENTS

### Australian students

Entry into the Graduate Certificate requires either an Australian equivalent undergraduate bachelor degree or practical experience recognised by the Dean, College of Business, Law and Governance as equivalent. Direct entry for any Masters degree program requires at least the completion of an Australian equivalent undergraduate bachelor degree in any discipline. Completion of a Graduate Certificate will also be acceptable. While it is also preferable to have several years of work and management experience, it is not a compulsory entry requirement.

For more information contact the Program Director (see Contact Information on the back page of this publication).

### International students

In addition to academic admission requirements, applicants need to demonstrate English language proficiency (Band level 2). For further information visit: [jcu.edu.au/international](http://jcu.edu.au/international)

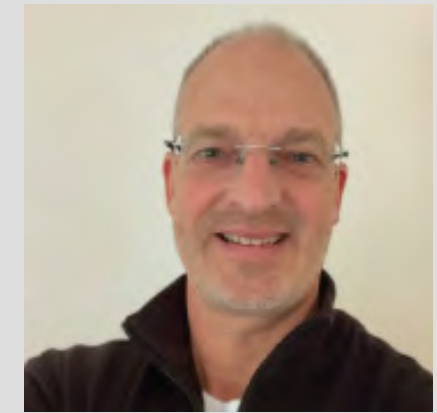
### Application process

All students can apply online, visit: [jcu.edu.au/conflictresolution](http://jcu.edu.au/conflictresolution)

The information in this brochure is intended as a general guide and was correct at the time of printing. Prospective students should contact the University to confirm admission requirements and availability of courses. JCU reserves the right to alter any course or admission requirements without prior notice.

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*“The fact that every lecturer is either a leader in their field or is working specifically within their field of expertise is invaluable. The workshops are a great experience to engage with the lecturers, learn from their wealth of knowledge and expertise, as well as network with fellow students who also come from a wide variety of industries. This course has added knowledge to my 20-year mediator experience.”*

**Simon Howden**  
Alumni  
MASTER OF CONFLICT MANAGEMENT AND RESOLUTION

## Contact us

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