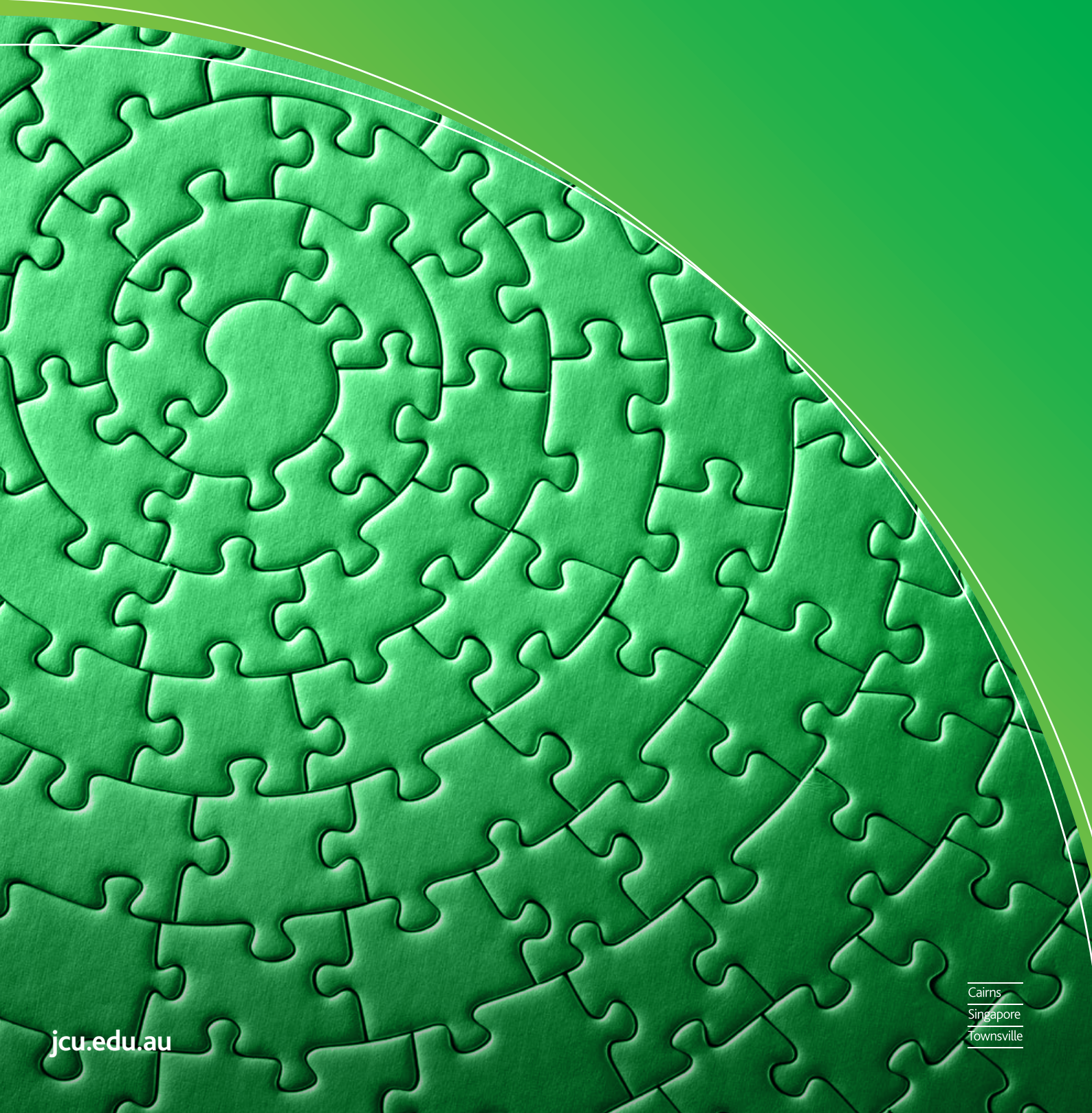


# Conflict Management and Resolution



# Turning conflict into opportunity for people and societies in the Tropics and worldwide.

Conflict Analysis • Negotiation • Mediation • Conflict Coaching • Facilitation  
Workplace Conflict Management • Conflict Resolution Processes • Cross-Cultural Conflict Resolution

## 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.



## 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).

“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 Dening**

Manager, Adult Restorative Justice Conferencing  
 Department of Justice and Attorney General  
 Master of Conflict Management and Resolution



**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.

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
- Ethics and Reflective Practice in Conflict Management and Resolution
- Foundations of Multidisciplinary Research and Communication
- One of the two capstone subjects: Applied Research Project OR Professional Project/ Internship.

Plus seven additional elective subjects.

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

- Conflict Analysis
- Conflict Resolution Processes
- Ethics and Reflective Practice in Conflict Management and Resolution
- Foundations of Multidisciplinary Research and Communication
- One of the two capstone subjects: Applied Research Project OR Professional Project/ Internship.

Plus seven Master of Business Administration core subjects.

Plus four 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.

**Ethics and Reflective Practice in Conflict Management and Resolution**

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.

**Foundations of Multidisciplinary Research and Communication**

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.

# Elective subjects

## NEGOTIATION

This subject introduces students to a range of contemporary negotiation models with a particular focus on interest-based negotiation. Students explore the factors at play in negotiation and learn how to recognise and deal with them. Students analyse major elements and stages of a negotiation process and assess forms of intervention. Students distinguish various negotiation styles and reactions. 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.

## FOUNDATIONS OF MEDIATION

This subject introduces some of the theories and standards relevant to mediation practice in Australia. It provides a theoretical foundation for the practical skills taught in 'Facilitative Mediation Practice'. Students will critically analyse some of the fundamental features of mediation (with a focus on the facilitative mediation model), and consider the legal and ethical aspects of mediation practice in Australia.

## 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.

## FACILITATION

This subject examines the dynamics of facilitating multi-party conflicts and groups of stakeholders, and the process choices for managing them. The subject addresses multi-party disputes from the perspective of participants, mediators and facilitators. Students will learn process design, process management, and skills for facilitating multi-party communication.



## 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.

## WORKPLACE CONFLICT MANAGEMENT

All workplaces have to manage conflict, both internal and external. There are high costs in not effectively managing workplace conflict, and organisations are recognising the importance of developing and implementing structures to facilitate conflict management and resolution. In this subject students examine conflict management design for organisations, and learn how to develop and operate formal and informal conflict resolution processes. Students consider employment, human resources and industrial relations issues for managers and executives. This subject will also equip students with practical skills for issue identification, conflict resolution and managing unsatisfactory performance in the workplace.

## CROSS-CULTURAL CONFLICT RESOLUTION

This subject examines mediation and negotiation theory and practice in cross-cultural contexts and focusses on the application of mediation in those settings. Mediation is a conflict resolution process created within a Western cultural system. The subject seeks to identify the limits of this Western model in cross-cultural conflict and negotiation. Students examine how these limitations might be addressed in the mediation design phase and the implications for the implementation of a dispute resolution system. The subject has a particular focus on mediation and negotiation involving Indigenous peoples. Case studies will be used to examine mediation design in particular cross-cultural circumstances.

## 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.



### 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.



### JACQUELINE MARY BOGA GAROU

Legal Officer  
Master of Business  
Administration-Master of  
Conflict Management and  
Resolution

"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."



### BENJAMIN FREEDMAN

Patient Safety Officer, The  
Townsville Hospital and  
Health Service  
Master of Conflict  
Management and Resolution

"I really felt I needed to explore new opportunities. I was working full time and had one-year-old twins at home, so I started slowly with just one subject in my first semester, but by my fourth semester I took on a full-time subject load. I've been able to complete the Masters in three years.

Each of the lecturers has been an expert in their field, so the wisdom, experience and energy they bring to teaching makes the workshops a great experience. There are some great opportunities to pick up additional qualifications and accreditations along the way. There are also opportunities to publish academic papers in peer-reviewed journals."



### CHARMIAN MCKEAN

Manager, Army Museum of  
North Queensland  
Graduate Certificate of  
Conflict Management and  
Resolution

"As a manager, dealing every day with the unpredictability of people, studying Conflict Management and Resolution dramatically increased my awareness of conflict and how it affects people. Through completing this program I am now more aware of the impact of conflict in the workplace and I have developed the relevant skills to deal with it.

It has changed my approach and whole focus in problematic situations and in general everyday negotiations, whether at work, at home, with my family, or with the general public."



### RANIER MELICK

Company Director  
Master of Business  
Administration (Majoring in  
Conflict Management and  
Resolution)

"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."



### NATASHA BUTTLER

Tash B-Business Coach  
Master of Business  
Administration-Master of  
Conflict Management and  
Resolution

"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."

# 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*



“If you're a business consultant or a manager in the corporate world, you will come out of this course with a set of applied skills and understanding that will hold throughout your corporate career.”

## **Kenneth Waldron**

**Business Owner**  
*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)

# Our 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.



## 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.



## AMAYA MO

Principal, Zing & Co

Amaya has over 17 years' experience working with organisations to deliver transformational change and develop leadership capability. She runs her own consulting business and works across a range of sectors including health, aged care, disability, education, insurance, finance, environment, community services, human services and government. She has a strong commitment to support both individuals and groups to constructively engage with, manage and resolve conflict in order to achieve benefits such as a positive workplace culture, improved customer and staff experiences and increased profitability.

Amaya researches and is published in the areas of postgraduate education, conflict management and resolution and organisational leadership.



“The staff at the JCU Conflict Management and Resolution program are ‘pracademics’, meaning practical academics.

They work in the same field in which they are teaching, allowing them to bring real-life experiences to course content rather than only looking at theory.”

## Melissa O'Connor

Human Resources Manager

Master of Conflict Management and Resolution

## Contact us

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Conflict Management and Resolution Program

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