

NEGOTIATION AND DISPUTE RESOLUTION

Program Director: Arthur Pearlstein
Program Office: Werner Institute for Negotiation and Dispute Resolution,
School of Law

GRADUATE STUDY IN NEGOTIATION AND DISPUTE RESOLUTION

The program is designed to prepare students to assume leadership positions in the field with specialized applications in areas of greatest need, including organizational settings, the workplace, health care institutions, and in domestic global transactions. Those graduating from the program will be able to use their knowledge and skills in conflict management in a variety of careers that require dealing with human interaction.

Program Goals

Combining applied and scholarly approaches, the program will offer a bridge between theory and practice to provide graduates with:

1. A theoretical framework in conflict resolution;
2. A set of core competencies to understand and effectively intervene in conflict and assist in making the process of conflict more constructive;
3. An enhanced capacity for engaging stakeholders in collaborative & creative problem solving;
4. Practical skills and techniques in negotiations and emerging processes for dispute resolution;
5. Preparation for specialized application of negotiation and conflict resolution principles in a chosen area of concentration;
6. Tools to enhance their performance and achieve more desirable outcomes in their career pursuits

Faculty

Professors: A. Pearlstein; *Resident Professor:* B. Mayer;
Assistant Professor: J. Font-Guzmán, R. Kuttner, R. Witheridge.

Admission Requirements

Applicants must have a baccalaureate degree from an accredited institution of higher education and submit the following documents:

- Printable Application Form and application fee. Each applicant must remit, along with the application form, a non-refundable, non-waivable application fee in the form of a check or money order drawn in U.S. currency and made payable to Creighton University.
- Current resume
- Essay - Please discuss your interest in conflict resolution in approximately 250-500 typed words, and briefly describe career objectives upon completion of the program.
- Two (2) letters of recommendation. The recommendation forms should be completed by persons, other than family members, who are capable of assessing your performance in an academic or work setting. Applicants may submit additional recommendations if they so wish.
- Transcripts - Official transcripts must be submitted from all colleges and universities attended. Transcripts must be sent directly from the issuing school and must contain the institution's official seal or stamp. Transcripts not in English must be accompanied by certified English translations.
- All applicants are required to submit an acceptable official Graduate Record Exam (GRE), Law School Admissions Test (LSAT), or the Graduate Management Admission Test (GMAT) score report. The institutional code for Creighton University is 6121.
- Test of English as Foreign Language (TOEFL). The Graduate School requires all students from countries in which English is not the native language to demonstrate competence in English by a score of 550 in the TOEFL (Test of English as a Foreign Language) examination or 80 on the Internet-based Test (iBT) at the graduate level.
- Certification of Available Finances. All international applicants must submit a Certification of Available Finances form in order for an I-20 to be issued. This form is available at: <http://www.creighton.edu/IntlPrograms/forms.htm>.

Master of Science (M.S.) Program

The master's degree requires completion of at least 32 credit hours in coursework including theoretical foundations of conflict resolution and practical skills/processes. Students must also complete a capstone course of independent, experiential work involving a practicum or a major piece of research. In addition to the required credits, students are expected to participate in Werner Institute conferences, symposia, and other programs, and present a paper or workshop at a regional or national conference on conflict resolution. The master's program can be completed in 1 to 2 years depending on whether the student attends full time or part time and on participation in summer course programs. The graduate certificate program can be completed in 6 months to a year.

Degree Requirements

Master of Science in Negotiation and Dispute Resolution: 32 Credits

(All of the following:)

I. Foundational

LAW 310	Alternative Dispute Resolution	2 credits
NDR 600	Dynamics of Conflict Resolution	3 credits
NDR 604	Systems and Dispute Systems Design	2 credits
NDR 692	Leadership and Organizational Behavior	3 credits

II. Skills and Processes

LAW 404	Mediation Process	3 credits
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(One of the following:)

NDR 611	Facilitation and Group Processes	2 credits
NDR 691	Dialogue and the Self	2 credits

(One of the following:)

NDR 615	Negotiation	3 credits
LAW 410	Negotiation	3 credits

(One of the following:)

III. Culture and Conflict

NDR 606	Cross-Cultural Perspectives in Conflict Resolution	2 credits
NDR 609	Negotiation at an Uneven Table	3 credits

(The remainder of credits in Electives:)

IV. Electives

INR 683	Seminar on Ethnicity, Nationalism, and Conflict	3 credits
INR 709	Seminar in International Conflict	3 credits
LAW 306	Civic Organizing and Democracy	3 credits
LAW 315	Arbitration	2 credits
LAW 350	Elder Law	3 credits
LAW 357	Marriage and Divorce	3 credits
LAW 373	International Business Transactions	3 credits
LAW 376	Health Care Law	2 credits
LAW 381	Labor Law	3 credits
LAW 423	International Law	3 credits
MLS 673	Asian Thought	3 credits
MLS 683	Ethnic Conflict, Nationalism, and Democracy	3 credits
NDR 602	Dialogue	2 credits
NDR 605	Dialogue and the Self	2 credits
NDR 607	Post Civil War Peacebuilding and Reconstruction	3 credits
NDR 608	Approaches for Improving Collaboration	2 credits
NDR 610	Advanced Problems in Mediation	2 credits

NDR 612	Beyond Neutrality	2 credits
NDR 613	International Peace and Conflict Resolution	2 credits
NDR 650	Key Principles of Appreciative Inquiry	2 credits
NDR 652	Application of Coaching within Conflict Resolution	2 credits
NDR 653	Organizational Consulting	2 credits
NDR 690	Conflict and Conflict Resolution in Families	2 credits
NDR 694	Human Rights, Poverty, Medicine, and Health	2 credits
NDR 700	Engaging in Bioethical Conflict	2 credits
NDR 795	Directed Independent Study	3 credits
OTD 517	Health Care Policy	3 credits

* Or other course with permission of the program director.

V. Experiential Independent Work

(Three credits from the following:)

NDR 614	Practicum	3 credits
NDR 616	Thesis Project (<i>Department Approval</i>)	3 credits

Master of Science (M.S.) Intensive Program - Online Program

Master of Science in Negotiation and Dispute Resolution: 32 Credits

(All of the following:)

Intensive Overview

NDR 707	Negotiation and Conflict Resolution - Foundations I	3 credits
NDR 717	Negotiation and Conflict Resolution - Foundations II	2 credits
NDR 727	Negotiation and Conflict Resolution - Residency	3 credits

Core Courses

NDR 737	Online Dispute Resolution	2 credits
NDR 747	Dynamics of Conflict Resolution	2 credits
NDR 757	Systems and Consulting for Conflict Specialists	2 credits
NDR 767	Culture, Gender, and Power Differences in Conflict	2 credits
NDR 777	Conflict Specialist Ally Roles	2 credits
NDR 787	Mediation	4 credits

Practicum

NDR 778	Practicum	4 credits
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(One of the following Area of Specialization:)

In the specialization components students will engage in advanced work in negotiation, mediation, and facilitation focused on applying skills in the specific context of the students' chosen area of concentration. Particular attention will be paid to what is special about the substantive area and how concepts learned to date apply in specific professional settings. Through discussion, case study, independent research project, literature review and personal interviews, participants have the opportunity to integrate theories of chaos and complexity science with techniques for improving communication, collaboration, and inter-professional teamwork within the context of actual scenarios.

Concentration in Organizational Collaborative Practice and Conflict Resolution

NDR 797	Org. Collaborative Practice Conflict Resolution	3 credits
NDR 770	Org. Collaborative Practice Conflict Resolution	3 credits

Concentration in Collaboration and Conflict Resolution in Health Care

NDR 771	Collaboration and Conflict Resolution in Health Care	3 credits
NDR 772	Collaboration and Conflict Resolution in Health Care	3 credits

International Negotiations and Conflict Resolution

NDR 773	International Negotiations and Conflict Resolution	3 credits
NDR 774	International Negotiations and Conflict Resolution	3 credits

Concentration in Collaborative Practice and Conflict Resolution in Education

NDR 775	Collaborative Practice Conflict Res. in Education	3 credits
NDR 776	Collaborative Practice Conflict Res. in Education	3 credits

Graduate Certificate in Negotiation & Dispute Resolution: 16 credits

Graduate Certificate requires all foundational and skills/processes courses from the master's except *Systems, Facilitation and Conflict Resolution*, for a total of 16 credits)

(All of the following:)

LAW 310	Alternative Dispute Resolution	2 credits
LAW 404	Mediation Process	3 credits
LAW 410	Negotiation	3 credits
NDR 600	Dynamics of Conflict Resolution	3 credits
MBA 771	Leadership and Organizational Behavior	3 credits

(One of the following:)

NDR 604	Systems and Dispute Systems Design	2 credits
NDR 611	Facilitation and Group Processes	2 credits
NDR 691	Dialogue and the Self	2 credits

NDR 600 Dynamics of Conflict Resolution (3)

This course addresses the nature, meaning and dynamics of conflict and the challenges of communication in interpersonal, inter-group and intra-group settings. Particular attention is paid to the thinking process that drives the practice of successful conflict resolution. The course draws lessons from a variety of disciplines, including psychology, sociology, and communications. Among specific concepts examined are the relationships between power and conflict, and culture and conflict, as well as the sources of conflict and the nature of resolution and what constitutes a genuine resolution of a conflict. Features and tools of effective communication in conflict, including listening and constructive framing and the use of narratives, are considered in some detail.

NDR 601 Dispute Resolution Clinic (1)

The Dispute Resolution Clinic provides students with the opportunity to apply academic theories and models to real-life conflicts in a variety of settings under faculty supervision or an onsite supervisor. Students will select their clinic setting with the assistance of faculty.

NDR 602 Dialogue (2)

Dialogue is an important process for bringing people together to discover what matters most, to think together toward the future and to surface hidden assumptions that may be driving existing practices or behaviors. This course will look at the dialogue process as a means for building trust, surfacing deeply held beliefs, connecting diverse perspectives, and moving groups toward the future. Several models of dialogue will be demonstrated. The course will focus on how to structure dialogue, the role of the dialogue facilitator, when dialogue may be useful, how dialogue can be integrated with other conflict resolution processes, and examples of how dialogue has been used in organizations to address barriers to collaboration. This course is graded Satisfactory/Unsatisfactory.

NDR 603 Systems, Facilitation, and Conflict Resolution (2)

Conflict is increasingly complex, involving multiple actors or groups of actors, and often seems to defy immediately apparent solutions or attempts at hierarchical control, which can result in great discouragement. This course examines how an understanding of systems-patterns of cause and effect relationships-can help us understand conflict and effective management of conflict. Emphasizing the connections between and among actors and events, the course explores important characteristics of types of systems, such as emergence and self-organization, and demonstrates how our ability to deal effectively with difficult conflict can be enhanced by our appreciation of these characteristics. It also delves into the overlay between application of these lessons, and theories and techniques for facilitation.

NDR 604 Systems and Dispute Systems Design (2)

This course examines the importance of systems to understanding conflict. It explores how appreciation of emergence and self-organization can help us deal effectively with difficult conflict. It also focuses on the ways that stakeholders can systematically determine how best to manage the types of conflict that organizations experience over time.

NDR 606 Cross-Cultural Perspectives in Conflict Resolution (2)

This course takes an interdisciplinary look at issues related to the role of culture in conflict analysis and resolution. The course will provide an overview of relevant theories and research from social psychology, anthropology, sociology, and other disciplines. Topics such as, the meaning of culture and conflict from a cross cultural perspective, ethnocentrism, cross-cultural communication, stereotypes, and cultural differences in attitudes toward racism, gender, and ethnicity will be discussed. The course also offers a comprehensive view of disputes, violence, and conflict resolution in different cultural contexts. Additionally, the relationship between culture and oppression will be discussed such as how cultures of dominance and subjugation are created in colonialism.

NDR 607 Post Civil War Peacebuilding and Reconstruction (3)

This course examines the various complexities of violent civil conflict and the nature of the peacebuilding process in terminating civil wars. The course will explore what are the causes of civil wars, the processes of such conflict, different peacebuilding theories, and how to reconstruct a more stable society after the war ends. Case studies from different international settings will be discussed and analyzed. The class will combine lecture, presentations, and analysis of civil war movies from different parts of the world.

NDR 608 Approaches for Improving Collaboration and Resolving Conflicts in Health Care Organizations (2)

Conflicts in health care occur on a daily basis, many of which involve poor clinical outcomes that may result in lawsuits, licensure disputes, credentialing and employment claims, and more simply, a general breakdown in trust of the healthcare system as a whole. There is a growing need for new approaches that address system complexity, consumer needs, clinician autonomy, and quality of care. Current conflict resolution models are ineffective and traditional organizational management approaches are insufficient. Through discussion, case study, simulation, improvisation and facilitated dialogue, participants have the opportunity to integrate theories of chaos and complexity science with techniques for improving communication, collaboration, and inter-professional teamwork within the context of actual healthcare scenarios. With a focus on practical application of process tools and systems design strategies, participants learn effective techniques that can be integrated into daily clinical practice and expand options for managing legal and ethical issues that arise within healthcare organizations.

NDR 609 Negotiation at an Uneven Table: The Social and Cultural Context of Conflict and Its Management (3)

Gender, race, and generational cohort are familiar examples of the social and cultural contexts of conflicts that create uneven tables. Why negotiate if I know I am at a disadvantage? What can I do about it? What is the relationship among culture, gender, and conflict? This course explores structured inequity and its impact on conflict management, providing theoretical and practical tools for addressing this challenge. It also addresses the role of culture in conflict engagement.

NDR 610 Advanced Problems in Mediation: Complex Conflict (2)

This course provides a theoretical and practical framework for analyzing the dynamics and consequences of conflict, with a focus on disputes involving large organizations and/or multi-party litigation. An in-depth examination of issues such as, mediating with expert witnesses and attorneys and preparatory steps in complex mediations will be discussed.
P: LAW 310 or LAW 404 or LAW 410 or successful completion of 30-40 hour basic mediation workshop.

NDR 611 Facilitation and Group Processes (2)

Group dynamics, including stages of group development, roles, models of group leadership and decision making, and system complexity combine to create challenges for moving groups toward common goals. This course will integrate facilitation practices with theories underlying group dynamics to provide a framework for engaging small and large groups.

NDR 612 Beyond Neutrality: New Directions for Conflict Professionals (2)

The conflict resolution field is evolving and confronting an increasing need for non-traditional services from conflict professionals. We will consider three major roles of conflict professionals- as allies, third parties, and systems managers and we will look how they can help people deal with intractable and long term conflicts.

- NDR 613 International Peace and Conflict Resolution (2)**
This seminar employs an interdisciplinary perspective to examine the causes of conflict and the ways to manage, resolve and transform it at all levels. It draws from the international relations and social science disciplines to review conflict resolution interventions and to provide an in-depth understanding of peacemaking and peacebuilding strategies.
- NDR 614 Practicum (3)**
The practicum is designed to enhance the development of conflict resolution skills and practices. Students will enhance their conflict resolution skills and practices and have an opportunity to apply theory to practice. This course is graded Satisfactory/Unsatisfactory.
- NDR 615 Negotiation (3)**
The NDR Negotiation course aims at helping students become acquainted with and learn how to manage the challenges involved with shifting from the common distributive bargaining to integrative style of negotiation, which aspires for "win-win" resolutions. The course will focus on both the theoretical and practical levels: it will introduce state of the art theories of negotiation alongside experiential learning which would allow students to experience and reflect on the various emphases in practice, while reflecting on their own strengths and weaknesses as negotiators.
- NDR 616 Thesis Project (3)**
This course is designed for students pursuing the thesis option. The thesis can be structured as an extended literature review of an approved subject, independent research, or a combination thereof. The thesis must be approved by the department, under the direction of a faculty member, and defended as partial fulfillment of requirements for the Master's Degree. This course is graded Satisfactory/Unsatisfactory. **P: Department Approval.**
- NDR 650 Key Principles of Appreciative Inquiry (2)**
Appreciative Inquiry involves, in a central way, the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate, and heighten positive potential. This course will teach students how to prepare and facilitate an Appreciative Inquiry process.
- NDR 652 The Application of Coaching within Conflict Resolution (2)**
Coaching focuses on empowering people to discover their own answers, to articulate clear visions, and pursue their goals with clarity and focus. Building on our inherent strengths a coach can empower people toward positive change. This course will provide a preliminary understanding of key coaching principles and their role in conflict resolution. We will follow the standards of International Coach Federation. We will also explore specific principles of coaching within various models Appreciative Inquiry, Positive Psychology, and Wellness.
- NDR 653 Principles of Organizational Consulting for Conflict Resolution Professionals (2)**
This course provides students with the foundational principles of organizational consulting, focusing on application in conflict systems consulting. Students will develop an understanding of the concepts, tools, and phases of effective internal and external consulting with a strong emphasis on career applications.
- NDR 690 Conflict and Conflict Resolution in Families (2)**
This course addresses the dynamics of family conflict and interventions in family conflict. We will discuss conflict around divorce, parent-adolescent issues, care of the elderly, child welfare, adoption, and family violence. We will consider a variety of responses to these conflicts including mediation, family group conferencing, divorce coaches, and arbitration.
- NDR 691 Dialogue and the Self: A Seminar on Relational Conflict Engagement (3)**
This seminar will explore the notion of dialogue as a relational practice on both analytical and experiential levels. On the analytical level, it will present some of the latest theories in the field of ADR and the relational alternatives they present to the Interest Based models; it will make the connection to relational theories in other disciplines, such as philosophy, psychology and political science. On the experiential level, the seminar will invite students to explore their own realization of dialogue through various dialogic exercises and contemplative practices, and will help them cultivate relational awareness and dialogic skills for implementation in their professional and personal lives.

NDR 692 Leadership and Organizational Behavior (3)

This course explores the most important theories and models that explain the influence of leadership on the behaviors and attitudes of individuals, teams, and other groups. The course covers specific leadership skills such as motivating followers, recognizing individual differences, leading groups and teams, exercising power, managing conflict, improving communication, and leading change.

NDR 694 Human Rights, Poverty, Medicine, and Health: An International Perspective (2)

This course introduces students to concepts addressing human rights and its theory and practice. The main focus will be the relationship between health and human rights. Students will explore human rights issues at the domestic and international level. Topics such as, health impacts resulting from violations of human rights; bioethics and human rights; the role of health professionals in torture, mind control, human radiation; poverty, medicine and health; and cultural perspectives of human rights will be discussed.

NDR 700 Engaging in Bioethical Conflict (2)

This course will introduce students to strategies for engaging in emerging bioethical issues that lead to conflict among families, health care providers and organizational leaders. Included is an overview of the bioethics consultation process, the role of bioethics mediators, and culturally appropriate approaches for addressing end-of-life disputes.

NDR 707 Negotiation and Conflict Resolution - Foundations I (3) (Online)

The online modules (total 5 credits) present a broad introduction to the field and provide a strong foundation in a number of key concepts. This course is part of the online intensive master's program only.

NDR 717 Negotiation and Conflict Resolution - Foundations II (2) (Online)

The online modules (total 5 credits) present a broad introduction to the field and provide a strong foundation in a number of key concepts. This course is part of the online intensive master's program only.

NDR 720 Seminar: Special Topics in Conflict Resolution (1-3)

This course explores selected problems and topics in the conflict resolution field. Course content changes each semester as current and controversial issues emerge in the field.

NDR 727 Negotiation and Conflict Resolution (3) (Residency)

"Residential module (3 credits) is an intense program building on the online module with presentations, skills development, and case simulations. This course is part of the online intensive master's program only.

NDR 737 Online Dispute Resolution (2) (Online)

The Web is global and conflict specialists can contribute their expertise from anywhere at any time. This course examines what has been described as "the hottest area" in conflict resolution. It addresses the emerging practice of conflict resolution in cyberspace and provides hands-on training in the use of emerging technologies to supplement traditional dispute resolution approaches and the fast growing use of internet media to handle internet based disputes. No technology background is required. This course is part of the online intensive master's program only.

NDR 747 Dynamics of Conflict Resolution (2) (Online)

This course addresses the nature, meaning and dynamics of conflict and the challenges of communication in interpersonal, inter-group and intra-group settings. Particular attention is paid to the thinking process that drives the practice of successful conflict resolution. This course is part of the online intensive master's program only.

NDR 757 Systems and Consulting for Conflict Specialists (2) (Online)

This course examines how an understanding of systems can help us understand conflict and effective management of conflict. It explores important characteristics of types of systems, such as emergence and self-organization, and demonstrates how our ability to deal effectively with difficult conflict can be enhanced by our appreciation of these characteristics. This course is part of the online intensive master's program only.

- NDR 767 Culture, Gender, and Power Differences in Conflict** (2) (Online)
This course takes an interdisciplinary look at issues related to the role of culture, gender, and other factors in conflict analysis and resolution. The course provides an overview of relevant theories and research from social psychology, anthropology, sociology, and other disciplines. This course is part of the online intensive master's program only.
- NDR 770 Organizational Collaborative Practice and Conflict Resolution** (3) (Residency)
In today's competitive environment, organizations increasingly must cope with complexities, uncertainties, and conflict. The ability to build teams for collaborative work and to manage and learn from conflict effectively is critical in today's organization. Students will learn techniques and approaches for organizational teambuilding, conflict management, and process facilitation and consulting. This course is part of the online intensive master's program only.
- NDR 771 Collaboration and Conflict Resolution in Health Care** (3) (Online)
Conflicts in health care occur on a daily basis, many of which involve poor clinical outcomes that may result in lawsuits, licensure disputes, credentialing and employment claims, and more simply, a general breakdown in trust of the healthcare system as a whole. This course is part of the online intensive master's program only.
- NDR 772 Collaboration and Conflict Resolution in Health Care** (3) (Residency)
Conflicts in health care occur on a daily basis, many of which involve poor clinical outcomes that may result in lawsuits, licensure disputes, credentialing and employment claims, and more simply, a general breakdown in trust of the healthcare system as a whole. This course is part of the online intensive master's program only.
- NDR 773 International Negotiation and Conflict Resolution** (3) (Online)
Disputes increasingly occur with an international dimension, including conflicts involving states, corporations, peoples, and political factions. With applications from a variety of disciplinary perspectives including international law, business, anthropology, and political science, students will learn approaches to conflict in the context of globalization with a focus on the implications of growing interconnectedness as both a source and solution for disputes. This course is part of the online intensive master's program only.
- NDR 774 International Negotiation and Conflict Resolution** (3) (Residency)
Disputes increasingly occur with an international dimension, including conflicts involving states, corporations, peoples, and political factions. With applications from a variety of disciplinary perspectives including international law, business, anthropology, and political science, students will learn approaches to conflict in the context of globalization with a focus on the implications of growing interconnectedness as both a source and solution for disputes. This course is part of the online intensive master's program only.
- NDR 775 Collaborative Practice and Conflict Resolution in Education** (3) (Online)
Diversity, change, and growth are all major issues in today's school, college, and university settings. In areas from special needs to student services, and administration to campus life, conflict is an ever growing part of the landscape. Students will learn the skill sets necessary to engage conflict in a variety of educational organizational settings. This course is part of the online intensive master's program only.
- NDR 776 Collaborative Practice and Conflict Resolution in Education** (3) (Residency)
Diversity, change, and growth are all major issues in today's school, college, and university settings. In areas from special needs to student services, and administration to campus life, conflict is an ever growing part of the landscape. Students will learn the skill sets necessary to engage conflict in a variety of educational organizational settings. This course is part of the online intensive master's program only.
- NDR 777 Conflict Specialist Ally Roles: Advocate, Organizer, Strategist, Coach** (2) (Online)
This course examines the range of roles for conflict specialists, with a focus on application of conflict/communication principles. In addition to the common skills required across the different ally roles, the course focuses on specific tasks and techniques involved in each particular role. This course is part of the online intensive master's program only.

NDR 778 Practicum (4)

Students arrange select a practical field experience to further develop and apply their skills in a professional or organizational setting of their choice in consultation with the practicum advisor. Working with an on-site instructor/mentor in the student's home community, students will demonstrate their ability to apply theory to practice and analyze situations utilizing knowledge from previous course work. This course is part of the online intensive master's program only.

NDR 787 Mediation (4) (Residency)

Residential course (4 credits, including pre- and post-session readings and discussion boards). This course provides intensive training in mediation skills and techniques. The course explores the theory, law, and practice of mediation. It examines the role of mediation in resolving a wide variety of disputes such as in healthcare, commercial, family, public, workplace, and international settings. This course is part of the online intensive master's program only.

NDR 795 Directed Independent Study (1-3)

Students may arrange with an instructor to engage in a series of readings related to a specific topic and/or conduct research in an area approved by the department and under the direction of a faculty member. This course is part of the online intensive master's program only.

NDR 797 Organizational Collaborative Practice and Conflict Resolution (3) (Online)

In today's competitive environment, organizations increasingly must cope with complexities, uncertainties, and conflict. The ability to build teams for collaborative work and to manage and learn from conflict effectively is critical in today's organization. Students will learn techniques and approaches for organizational teambuilding, conflict management, and process facilitation and consulting. This course is part of the online intensive master's program only.

