Master of Science in Negotiation and Dispute Resolution  
Course Requirements (Master 32 credits; Graduate Certificate 16 credits)  
Last Revision: September 27, 2013

COURSE LIST  
(For descriptions see pages 3-9)

Total of 32 credits for Master including 3 credits Practicum; 22 credits in Foundational and Skills & Processes; and the remaining 7 credits in electives.

Graduate Certificate, 16 credit hours, requires the following courses: Law 310, NDR 624, NDR 622, NDR 625, NDR 615 (or Law 410), and Law 404.

I. Foundational  [All five are courses required, 12 credits]

► Alternative Dispute Resolution (LAW 310) (2)

► Dynamics of Conflict, (NDR 624) (3)
[formerly Dynamics of Conflict Resolution (NDR 600) (3)]

► Conflict Engagement and Leadership (NDR 622) (3)
[formerly Leadership: theories, models, behavior (NDR 692) (3)]

► Systems and Consulting for Conflict Specialists (NDR 625) (2)
[formerly Systems and Dispute Systems Design (NDR 604) (2)]

► Culture, Gender and Power Differences in Conflict (NDR 626) (2)
[formerly Cross–Cultural Perspectives in Conflict Resolution (NDR 606) (2)]

II. Skills and Processes  [All four courses required, total 10 credits]

► Negotiation (LAW 410) (3) or Negotiation (NDR 615) (3)

► Mediation Process (LAW 404) (3)

► Facilitation and Group Processes (NDR 627) (2)
[formerly Facilitation and Group Processes (NDR 611) (2)]

► Online Dispute Resolution (NDR 623-W) (2)

IV. Electives  [A total of 7 elective credits required]
[consult the most recent course schedules for availability of particular elective offerings]

► Staying with Conflict: Working with Ongoing Disputes (NDR 612) (2)
[formerly Beyond Neutrality (NDR 612) (2)]
► Conflict and Conflict Resolution in Families (NDR 690) (2)

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

► Engaging in Bioethical Conflict (NDR 700) (2)

► Seminar: Special Topics in Conflict Resolution (NDR 720) (2)

► Directed Independent Study (NDR 795) (1 - 3) Requires Departmental Approval

► Civic Organizing and Democracy (LAW 306) (3)

► Arbitration (2) (LAW 315) Available only to law students

► Elder Law (LAW 350) (3)

► Marriage and Divorce (LAW 357) (4)

► International Business Transactions (LAW 373) (3)

► Health Care Law 1 (LAW 376) (2)

► Labor Law (LAW 381) (3) Available only to law students

► International Arbitration (LAW 383) (2)

► Local Government and Collaborative Governance (LAW 406) (3)

► International Law (LAW 423) (3)

► Seminar on Ethnicity, Nationalism, and Conflict (INR 683) (3)

► Seminar in International Conflict (INR 709) (3)

► Asian Thought (MLS 679) (3)

► Ethnic Conflict, Nationalism, and Democracy (MLS 683) (3)

► Health Care Policy (OTD 517) (3)

V. Capstone [3 credits]
In addition to the courses outlined above the student must also pursue 3 credits of

► Practicum (NDR 733) (3) [Formerly Practicum (NDR 614) (3)]

► Thesis Project (NDR 616) (3) Requires Departmental Approval
I. Foundational  [All five are courses required, 12 credits]

► Alternative Dispute Resolution (LAW 310) (2)
Law students and lawyers have traditionally regarded formal court adjudication as the norm in the process of resolving disputes between parties. This course provides an overview of the alternatives to formal court adjudication including negotiation and mediation. The course emphasizes other processes of dispute resolution that are complementary to litigation, primarily the law and procedures relating to arbitration under the Federal Arbitration Act. The course format includes in-class problems and exercises, guest lecturers, and videotapes.

► Systems and Consulting for Conflict Specialists (NDR 625) (2)
This course examines how an understanding of systems can help us understand conflict and the 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. It also focuses on the ways that stakeholders can go beyond specific disputes or dispute resolution mechanisms, and instead take a broader look at the full range of organizational conflict to determine how best to prevent or address the types of conflicts the organization experiences over time. There is particular emphasis on the phases of the consulting relationship and the role conflict specialists can play as consultants to organizations.

► Conflict Engagement and Leadership (NDR 622) (3)
This course explores leadership from a conflict engagement perspective; network mapping and strengthening; collaborative governance and civic engagement; and strategic storytelling and civic organizing all build the capacity of individuals to more effectively navigate and harness conflict constructively and creatively in small and large groups. The conflict engagement field in its most familiar form encompasses alternative dispute resolution (ADR) processes such as arbitration and mediation in which conflict specialists play the role of neutral. The field extends far beyond these processes, however, and conflict specialists assume many roles other than that of neutral. The course further explores the connection of conflict engagement and leadership to Ignatian values such as a commitment to the promotion of justice and deliberative reflection for personal and professional formation. The course format includes case studies, guest lecturers, videotapes, and the opportunity to experience and apply processes such as World Café Dialogue and Visual Mapping.

► Dynamics of Conflict Resolution (NDR 624) (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.

► **Culture, Gender and Power Differences in Conflict (NDR 626) (2)**
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. Topics such as the meaning of culture and that of conflict from a cultural perspective, cross-cultural communication, stereotypes, and differences in attitudes toward racism, sexism and ethnicity will be discussed. Additionally, the relationship between culture, gender, and oppression will be discussed. In this course you will be able to address issues of social justice by articulating and describing what constitutes fairness, prejudice, discrimination, and power imbalance.

II. **Skills and Processes**  [All four courses required, total 10 credits]

► **Negotiation (NDR 615) (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. *May be taken in lieu of Law 410.*

► **Negotiation (LAW 410) (3)**
This course introduces the skills of negotiating and offers hands-on experiences in the three common steps of that process (preparation, negotiation, and drafting). Students discover, control, and use personal strengths and weaknesses in confronting and compromising adversary interests. A significant amount of time is spent on negotiating projects. Readings cover legal, psychological, theoretical, and practical aspects of negotiating. *May be taken in lieu of NDR 615.*

► **Online Dispute Resolution (NDR 623) (2)**
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 use of Internet media to handle Internet-based disputes. No technology background is required.

► **Facilitation and Group Processes (NDR 627) (2)**
Group dynamics and system complexity combine to create challenges for moving groups toward common goals. This course will integrate facilitation practices with theories of group dynamics to provide a framework for engaging small and large groups.
We will discuss key concepts about group dynamics that are important to managing group processes. These include stages of group development, roles people play in groups, models of group leadership and decision making. We will pay particularly close attention to how groups achieve consensus and power of an effective consensus decision making process.

► **Mediation Process (LAW 404) (3)**
This course provides the student with the opportunity to explore and apply the theory and practice of mediation. The course will include the discussion of several mediation models, their underlying theoretical premises, principles and skills, as well as current research involving mediation to provide you with different approaches to mediation. The course also includes a mandatory basic mediation training workshop which is embedded in the class and continues during a one or two weekend period. The training will focus on the interest-based mediation process and the role of the mediator.

**IV. Electives [A total of 7 elective credits required]**
[consult the most recent course schedules for availability of particular elective offerings]

► **Staying with Conflict: Working with Ongoing Disputes (NDR 612) (2)**
Conflict specialists often think of conflict as a linear process requiring effective resolution. But the most important conflicts in people's lives do not end--they endure in one form or another, sometimes for many years. This presents both a major challenge and a major opportunity for conflict interveners. In this course, we will consider what causes conflicts to endure, the role of short term interventions in long term conflicts and the ways in which conflict interveners can help find ways to turn a destructive conflict into a more constructive ongoing interaction.
[formerly entitled Beyond Neutrality (NDR 612) (2)]

► **Conflict and Conflict Resolution in Families (NDR 690) (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.

► **Human Rights, Poverty, Medicine, and Health: An International Perspective (NDR 694) (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. This course will stimulate new thinking on this subject and provide students with a theoretical basis for a more in-depth understanding of the topics discussed and how it is related to conflict engagement.
► Engaging in Bioethical Conflict (NDR 700) (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.

► Seminar: Special Topics in Conflict Resolution (NDR 720) (2)
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.

► Directed Independent Study (NDR 795) (1-3)
Students may arrange with an instructor to engage in a series of readings related to a specific topic, or conduct research in an area approved by the department and under the direction of a faculty member. Students must get authorization from the Department prior to registering for this course.

► Civic Organizing and Democracy (LAW 306) (3)
This seminar explores the nature and interaction of civic organizing, civic social systems, and formal structures of democracy—generally and in specific arenas such as government, business, and international democracy-building. An individualized practice component to the course gives students hands-on experience with civic organizing and related skills.

► Arbitration (LAW 315) (2) - only available for law students
This course focuses on the legal and procedural aspects of arbitration agreements and the conduct of arbitration proceedings in the United States. The course provides students with an understanding of the law of arbitration as it relates to drafting enforceable agreements to arbitrate virtually any civil claim that can be heard by a court of law. The course also provides students with an in depth view of the arbitration process itself, including the filing of an arbitration claim; selecting arbitrators; conducting limited discovery; how to conduct the arbitration proceeding itself and the unique challenges associated with the fact legal rules associated with the admission of evidence, hearsay rule, etc. are inapplicable in an arbitration proceeding; and the limited ability to appeal or challenge an arbitrator’s decision. While the course touches upon the law of arbitration as it relates to the unique field of labor arbitration and international arbitration, the focus of the course is on non-labor civil arbitration proceedings before privately selected arbitrators in the United States.

► Elder Law (LAW 350) (3)
There are more Americans over the age of 65, whether measured by the total number or by the percentage of the population, than in any time in our history. While everyone talks about what are the problems and issues we face as a society with a population that is aging, many of those over 65 are living a rich, full life while others at that age are living lives of poverty, hunger and isolation. One of the results of this growing group is a new
specialization in law, elder law. As part of this class we will study the issues such as age
discrimination, legal assistance to the elderly, health care and long term care, housing and
income maintenance, guardianships, and decisions about quality of life. One focus will be
on ethical issues with respect to clients who are elderly, and we will also discuss crimes
against the elderly and how we as a society can respond to this growing and troubling
trend. Either a final paper or a final exam

► Marriage and Divorce (LAW 357) (4)
Marriage and Divorce (3) is the foundation-level family law course. It explores the laws
restricting individuals’ rights to marry and divorce and retain custody of children; laws
concerning spousal and child support; and laws governing the division of property upon
dissolution of relationships, adoption, and co-habitation. The course also covers ethical
issues of family law practice, procedural problems, jurisdiction, evidentiary questions,
and federal taxation of wealth transfers upon marital dissolution.

► Health Care Law (LAW 376) (2)
This course examines a variety of legal problems associated with modern American
health care. Topics include access to care (patients’ rights, health insurance portability,
etc.), health care fraud, managed care (HMOs, financial incentives, utilization review,
etc.) and antitrust (price fixing, staff privileges, networks, etc.).

► Labor Law (LAW 381) (3)
This course is confined to the legal problems arising out of employer-union-employee
relations. Obligations imposed upon employers by the labor relations statutes; privileges
and duties of labor organizations engaged in collective action; unfair labor practices;
procedural and jurisdictional problems arising under labor relations legislation; and
collective bargaining issues are covered. [Students should note that each of these courses
may be offered only every other year, so a student who wants to take one of the courses
should take it at the first offering.]

► International Arbitration (LAW 383) (2)
In international business disputes, arbitration is now the most commonly used method of
resolving disputes in a litigation-like setting. There are many reasons for this, but the
primary one is that New York Convention of 1970, and some parallel conventions that
have sprung up, now encompass well over 100 signatory nations. It is considerably
easier to enforce an arbitral award in a foreign country than it is a US court judgment.
This course will examine the legal and policy issues that arise in this context. Evaluation
of student work will be primarily through a final paper and the oral presentation thereof.

► Local Government and Collaborative Governance (LAW 406) (3)
This course examines the basic landscape of state and local government law in a federal
system; emerging issues in governance—especially those related to collaborative
governance and civic engagement; and the relationship between law regarding
government structure and recent developments in public administration.
► **International Law (LAW 423) (3)**
This course lays out the basic principles of international law as it exists among states. The concepts of state sovereignty over people and territory are explored in the context of the states’ ability to exercise its jurisdiction. Binding legal obligations between states in the form of treaties, executive agreements and the emergence of custom are considered in depth as are enforcement strategies in the form of international litigation before arbitration panels, claims tribunals, and the International Court of Justice. Students also analyze and critique current legal practice within the United Nations framework.

► **Seminar on Ethnicity, Nationalism, and Conflict (INR 683) (3)**
The seminar considers the nature, sources, interrelationships and possible future course of the revolution that has transformed political and social patterns in many of the world’s states. Various understandings and theories of ethnic (communal) conflict and violence; the nature and causes of intense nationalism, to include trans-border irredentism movements; and the nature, under-pinnings, and consequences of democratization will be considered.

► **Seminar in International Conflict (INR 709) (3)**
This seminar asks why and in what forms human societies have engaged in organized violence. It compares and evaluates conflict in political settings, from the level of the family through the global system; surveys theories that emphasize differences among political cultures; and analyzes the importance of political roles as well as how social-economic-political surroundings impel and restrain actors’ use of violence. Students survey current literature, add literature reviews, and present their independent research findings.

► **Asian Thought (MLS 679) (3)**
This interdisciplinary course focuses on the interaction between modernity and tradition in Asia. Its aim is to familiarize students with the cross-fertilization of the humanities, social sciences and religion, as well as patterns of conflict resolution in this important region.

► **Ethnic Conflict, Nationalism, and Democracy (MLS 683) (3)**
Throughout the world, ethnicity and nationalism seem to have become perhaps the paramount political forces. In Africa, in Central Europe, in India, in the former Soviet Union, these forces have brought many people to (or near to) civil war or inter–state war. Simultaneously, the past 20 years have witnessed a vast expansion of democracy. What accounts for these parallel and explosive forces? Are they related? How can they be managed? What might lie ahead? This course explores recent history and major authors on these issues.

**V. Capstone [3 credits]**
In addition to the courses outlined above the student must also pursue 3 credits of experiential independent work involving conflict resolution consisting of an approved externship/field experience with a final paper, or an extensive thesis project involving
research, under the guidance of a faculty mentor. Upon the completion of 15 credits in the program, student must declare their choice of either a Practicum or a Thesis.

► Practicum (NDR733) (3) -
Students will develop their practical dispute resolution skills by completing one semester of field experience in an organizational setting of their choice. While learning to apply classroom learning to actual client engagements, the student practitioners receive both individual and group supervision. The experiences of the individual students will be discussed amongst fellow practicum students within a seminar composed of an online forum, as well as, group meetings throughout the semester. Working with an on-site supervisor/mentor that provides guidance and feedback, students will gain a deeper understanding of how the theory and best-practices of dispute resolution apply to real-world situations. Students will demonstrate their ability to apply theory to practice and analyze situations utilizing knowledge from previous course work.

► Thesis Project (NDR 616) (3) – The Master's Thesis can be structured as an extended literature review of an approved subject, independent research, or a combination thereof. The thesis must be under the direction of a faculty member and defended as partial fulfillment of requirements for the Master’s Degree. For a literature review, the student should obtain an idea of the quantity of information available (breadth of topic), and any previous review of the subject. If independent research such as interviews, observations, or textual analysis is planned, these plans and the form of analysis should be outlined, developed, and approved before the first semester of thesis work is completed. When applicable, the Institutional Review Board (IRB) must approve all research projects before they begin. Students must get authorization from the Department prior to registering for this course.