

# Graduate Certificate: Conflict Management and Dispute Resolution

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LEW KLEIN COLLEGE OF MEDIA AND COMMUNICATION (<https://klein.temple.edu>)

## About the Program

The graduate certificate in Conflict Management and Dispute Resolution is designed for those interested in developing their skills to manage organizational demands for crisis management and resolution of employee disputes. The online format offers students flexibility in accessing resources, submitting assignments, and communicating online to accommodate demanding job constraints and challenging personal responsibilities.

**Time Limit for Degree Completion:** 2 years

**Campus Location:** Online

**Full-Time/Part-Time Status:** The graduate certificate can be completed on a part-time basis. All courses are offered for seven weeks in synchronous or asynchronous formats, can be taken in any order, and have no prerequisites.

**Non-Matriculated Student Policy:** Non-matriculated students may take up to 9 credits before submitting an application.

## Admission Requirements and Deadlines

**Bachelor's Degree in Discipline/Related Discipline:** All applicants must present credentials that are the equivalent of the appropriate baccalaureate degree at Temple University.

## Certificate Requirements

*Number of Credits Required to Complete the Certificate:* 12

*Required Courses:*

Code	Title	Credit Hours
CMGT 5001	Communicating Organizational Leadership	3
CMGT 5002	Leadership in Crises and Conflict Management	3
CMGT 5101	Conflict Management Processes in the Workplace	3
CMGT 5102	Designing Workplace Dispute Systems	3
Total Credit Hours		12

## Contacts

### Certificate Program Address:

<https://klein.temple.edu/communication/master-science-communication-management/conflict-management-and-dispute-resolution-certificate>

### Department Information:

Lew Klein College of Media and Communication  
Office of Research and Graduate Studies  
2020 N. 13th Street, 344 Annenberg Hall  
Philadelphia, PA 19122-6015  
nmckenna@temple.edu  
215-204-1497

### Mailing Address for Application Materials:

Lew Klein College of Media and Communication  
344 Annenberg Hall (011-00)  
2020 N. 13th Street  
Philadelphia, PA 19122-6015

### Department Contacts:

*Admissions:*

Kaitlin Pierce  
kaitlin.pierce@temple.edu  
215-204-8560

## Courses

### **CMGT 5001. Communicating Organizational Leadership. 3 Credit Hours.**

This course focuses on reaching your leadership potential by assessing personal leadership styles and strengthening them through effective communication. You will understand how subtleties in communication and relationship management may have a huge impact on how an organization is run, defined and perceived. We will examine the forms of power and influence and how to become a trusted advisor with senior executives. This course is designed to help you shape a better future for yourself and the communities you serve.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

### **CMGT 5002. Leadership in Crises and Conflict Management. 3 Credit Hours.**

Crisis and conflict can sharpen the thinking of your teammates, spark creativity and galvanize a virtual dispersed team. Or it can leave teammates speechless, defensive, squabbling and discouraged. Your leadership can make the difference. This course will show you how to step in, reach out and take charge of contentious issues, whether they surface in live meetings, e-mail volleys or teleconferences. It will equip you to surface the "real issues" that need to be faced and resolved, before they create a crisis. It will show you how to bridge cultural, personality, age, gender and professional differences to get the best of each other's thinking. And do all of this in a way that increases your credibility and advances your career.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

### **CMGT 5003. Leading Diverse Teams. 3 Credit Hours.**

This program consists of 7 sessions designed to prepare individuals to both lead with pragmatic skills and, in addition, develop a theoretical understanding of the cultural, social, and communication dynamics at play within a highly diverse teamwork environment. The program will provide a rigorous theoretical framework for understanding how to work with a dynamic and diverse cross section of people who are brought together with specific skills and expertise to design and implement major organizational initiatives. Further, participants will be exposed to specific organizing structures that are used, including employees working together in multi-function, cross-geography and cross time zone teams.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

### **CMGT 5004. Cross-Cultural Leadership. 3 Credit Hours.**

This course takes a communication approach to addressing the challenges and opportunities created by local and global leaders in fostering cross-cultural perspectives: providing a framework for looking at culture and leadership from a communication perspective; looking at the role of leadership in developing the needed competencies among organizational members for successful cross-cultural communication; and, proposing strategies for developing and maintaining cross-cultural communications for successful global undertakings.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

### **CMGT 5101. Conflict Management Processes in the Workplace. 3 Credit Hours.**

This course provides a communication perspective on major third party intervention processes that are involved in organizational and workplace dispute systems and conflict management. Specifically, the course focuses on looking at the discursive processes that create meaning and resolve conflict through a third party involvement in ongoing conflict. Third party interventions for interest-based, rights-based and power-based approaches to dispute resolution are included. Specific attention is given to interest-based intervention processes including facilitated negotiation, conflict coaching, mediation, and facilitation. For these processes narrative theory foundations of these interventions are emphasized.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 5102. Designing Workplace Dispute Systems. 3 Credit Hours.**

This course introduces the theory and research on designing dispute resolution systems for complex organizations and the role of the conflict specialist in designing and assessing these systems. The course includes an analysis of organizational conflict dynamics so that dispute systems are designed to fit the workplace context and the conflict challenges in that workplace. Public sector and private sector organizations are considered, with emphasis on dispute systems for US organizations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 8101. Communication Management Research Methods. 3 Credit Hours.**

This course is designed to introduce you to communication research, common social science research methodologies, and concepts of statistical literacy. You will learn how to formulate research questions and hypotheses, select and use appropriate research methods, and analyze and interpret empirical research.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 8103. Organizational Communication. 3 Credit Hours.**

An organization is only as effective as its communication. Poor communication dynamics impact everyone within an organization, from the Chief Executive Officer (CEO) to the evening maintenance staff. This course will approach organizational communication from three lenses: Power, networks of association, and ethical standards. It will offer an overview of a diverse range of communicative acts engaged within an organization at the individual, dyadic (i.e. two people), small group, and meso (i.e. organizational) levels. Students will also focus on how communication is enacted within and between these levels, and how these dynamics impact an organization achieving its goals. The digital, social, and mobile communication revolutions have not only created new opportunities for an organization to improve its communication effectiveness, but present a variety of challenges as well. This course will expose students to the risks and rewards provided by emerging technologies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 8105. Social Responsibility in Corporations and Not-for-Profit Organizations. 3 Credit Hours.**

Corporate Social Responsibility (CSR) refers to a company's commitment to allocate resources to benefit society and the environment. The contributions may come in the form of financial support, employee time or socially beneficial business practices. At the heart of the matter are competing loyalties. Companies may have loyalties to their communities and the natural environment, but they must also be loyal to their shareholders and employees who rely on them to remain profitable. Ethically balancing loyalties in a company's relationships with publics as diverse as environmentalists, government agencies, unions, employees, stockholders, consumers and critics and advocates is a significant responsibility for public relations practitioners, and can have long-term impact on a company's financial performance, employee moral and productivity, and image, identity and reputation. This course introduces students to theories behind the concept of corporate social responsibility, and involves an examination of whether organizations should expand their focus from serving stockholders to also considering the impact of the firm's activities on diverse stakeholders. Practicing CSR requires a corporation meld business goals with societal expectations. To do so means addressing complex questions such as: What obligations do businesses have to the societies in which they operate? Can the interests of corporations and their outside stakeholders be aligned, or are they in inherent conflict? This course examines these and other questions without prescribing simple solutions.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 8106. Communication Theory for Professionals. 3 Credit Hours.**

This course introduces students to the concepts and principles of significant theories in the field of communication. The theories covered in this class are specifically chosen to enhance a student's understanding of the contemporary professional workplace experience. This course focuses on the social contexts and social dynamics that shape the modern organization. These contexts and social dynamics include interpersonal, organizational, group communication, mass media as well as persuasion, culture, and social media. An emphasis is placed on integrating these theories into the student's daily communication practices, areas of interest, and/or professional development.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**CMGT 8109. Final Project. 1 Credit Hour.**

In this final project, each student will draw upon what s/he has learned in the M.S. in Communication Management program and apply it to a real-world situation. The final project will utilize specific skills, information, and concepts to solve a critical communication problem (structural and/or procedural) affecting an organization's ability to communicate efficiently or effectively at internal and/or external levels. In solving a problem, your strategic management plan needs to account for organizational employees, stakeholders, and customers. The format is a 20 minute video-recorded PowerPoint oral presentation to be submitted to the Department of Communication and Social Influence project evaluation committee.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.