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| **Minor Award Name** | Conflict Management |
| **Minor Award Code** | 6N2775 |
| **Level** | 6 |

**Suggested resources to support delivery:**

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| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| **Introduction to Conflict** | E- Book  Website  Blog | “Peace-building within our communities” is broken down into 5 sections and looks at key issues to be considered when encouraging peace and reconciliation at community level. Aimed at organisations involved in encouraging peace and reconciliation. Section 1 & 2 offer an overview of conflict and reconciliation theory as well as corresponding student reflection questions. pp. 9-16 focuses on the following three areas; 1. What is conflict 2? Types of conflict 3. Stages of conflict and responding to conflict.  Offers a good introduction to conflict management theory. Areas covered include; definitions and assumptions about conflict, anticipating conflict, responding to conflict, conflict management styles, the role of perceptions in conflict and avoiding conflict.  Provides a summary of definitions for “Conflict” that can be used to develop an understanding of the elements that combine together to define conflict. | (2003) R. Blackman: Tearfund.  Office of Quality Improvement and Human Resource Development, University of Wisconsin-Madison.  Ryan O’ Connell | <http://tilz.tearfund.org/~/media/Files/TILZ/Publications/ROOTS/English/Peace-building/Peace_E.pdf>  <https://www.ohrd.wisc.edu/onlinetraining/resolution/aboutwhatisit.htm#whatisconflict>  <https://viaconflict.wordpress.com/2013/12/15/definitions-of-conflict/> |
| **Role and Function of Conflict** | Blog | Overview of the positive and negative functions of conflict. | Ryan O’ Connell | <https://viaconflict.wordpress.com/2014/02/16/conflicts-positive-and-negative-aspects/> |
| **Classification of Conflict** | Website | Offers an introduction to conflict, and the different types of conflict i.e. interpersonal/intrapersonal, inter-group/intra-group etc. | New Charter University | <https://new.edu/resources/understanding-conflict--3> |
| **Causes/Source of Conflict** | Online course notes  E- document  Website  Blog/Website  Diagram/  Image  Diagram/  Image | Examines the causes and consequences of workplace conflict and strategies used to manage organisational conflict.  Overview of Important initiators of conflict situations and conditions creating conflict situations. Positive and negative effects of organisational conflicts are also examined.  Provides an easy to read explanation of Christoper Moore’s Circle of Conflict; which analyses the causes of conflict under a number of key headings.  A summary of the use of the Moore’s Conflict Circle to diagnose the causes of organisational conflict, and resolve such conflict.  A clear Illustration of the conflict causes as identified by Christoper Moore’s Circle of Conflict.  An explanation of both the conflict causes as identified by Christoper Moore’s Circle of Conflict and the possible interventions for each cause. | New Charter University  Management of agricultural research: A training manual. Module 4: Leadership, motivation, building and conflict management  Stephen Kotev (2012)  Schott Resolutions  Stephen Kotev  (2012)  C. Moore (1996) | <https://new.edu/nodes/conflict-and-negotiation--2>  http://www.fao.org/docrep/w7504e/w7504e07.htm#why conflicts arise  <http://www.stephenkotev.com/2012/01/24/overview-of-the-circle-of-conflict/>  <http://schottresolutions.tumblr.com/post/25648603843/circleofconflict>  <http://www.stephenkotev.com/wp-content/uploads/2012/01/Circle-of-Conflict.jpg>  <http://www2.hawaii.edu/~barkai/HO/Moore's%20sphere%20of%20conflict.PDF> |
| **Expressing Conflict** | Pezi Presentation  Newsletter  Newsletter  Newspaper  Website  Website | A brief summary of the various styles of expressing of conflict.  Examines the expression of conflict in the work place, in particular examining cases of bullying and Unfair Dismissals.  Overview of a unfair dismissal case brought to the Employment Appeals Tribunal (EAT)  Article discusses figures from the Central Statistics Office on the levels of Industrial Action in Ireland.  Provides a brief explanation of forms of expression of conflict.  Provides an index of various countries classified as conflict areas and involved in peace building projects. Included is information on the conflict background of each country. | Adare Human Resource Management: Ireland.  Adare Human Resource Management: Ireland.  Irish Independent  Ace Geography  Peace Direct | <https://prezi.com/a6swyslsvx_k/styles-of-expressing-conflict/>  <http://www.adarehrm.ie/newsletters/2014/october-2015-industrial-relations-newsletter/newsletters/2015/10/22/study-shows-one-in-ten-dismissals-relate-to-bullying>  <http://www.adarehrm.ie/newsletters/2014/october-2015-industrial-relations-newsletter/newsletters/2015/10/22/eat-awards-20-200-to-worker-who-was-isolated->  <http://www.independent.ie/irish-news/almost-9000-work-days-lost-to-industrial-disputes-since-april-31478927.html>  <http://www.acegeography.com/the-expression-of-conflict.html>  <http://www.insightonconflict.org/conflicts/> |
| **Responding to Conflict (Actions & Reactions)** | Website  PDF Article  PDF Article  Video  Online Module | A classification of various responses to conflict. This will help develop an understanding of the range of response styles, for those involved in conflict situations.  Discusses the three instinctive reactions exhibited when confronted with conflict scenarios i.e. ‘freeze/flight/fight/fright’  Interesting article about the relationship between conflict and stress, and the corresponding ‘freeze/flight/fight/fright’ response to conflict.  Short clip illustrating common responses to conflict.  This Conflict Management module explores the nature of conflict and conflict management tools. Of particular relevance is a brief summary of the emotional, cognitive and behavioural responses to conflict. | . Management of agricultural research: A training manual. Module 4: Leadership, motivation, building and conflict management  CornerStone Strategies LLC (2011)  Curtin University  You Tube  Read Trustee Professional Development Programme: Ontario Public Schools’ Board Association | http://www.fao.org/docrep/w7504e/w7504e07.htm#response styles  <http://www.cornerstonestrategiesllc.com/wp-content/uploads/2009/07/Resolving-Conflict-with-a-21st-c-Mindset-SFrisinger.pdf>  <https://life.curtin.edu.au/local/docs/UL_CS_B_ConflictStress.pdf>  <https://www.youtube.com/watch?v=KY5TWVz5ZDU>  <http://modules.ontarioschooltrustees.org/en/conflict-managing-it-creatively.html> |
| **Conflict Management Styles** | PDF/ lesson plans/teaching activities  Online Course/  Module  Quiz/self  assessment  Quiz/self  Assessment  Sample Report | Addresses the following areas;  1. Explaining conflict and conflict management  2. Responding to conflict  3. Selecting a conflict management style to address particular conflict scenarios.  Included are reflection questions/exercises aimed at promoting self-awareness of conflict management styles. Also included are three teaching activities that can form the basis of lessons plans for this topic.  Explains the five key conflict management styles. Provides self-reflection and discussion style questions.  A general self-assessment that allows learners to identify preferred conflict styles.  A situational based conflict management styles quiz that provides a range of situations to consider. Could be used after an overview of each conflict management style, to generate a discussion about the advantages/disadvantages of each style in particular scenarios.  This Thomas-Kilmann Conflict Mode Instrument (TKI) sample Interpretive Report offers a comprehensive over view of each style and explains situations in which each mode can be used. It explains signs for when each mode may be underused or overused. May be used as a reflection exercise, to examine student’s own usage of each style. | Understanding Conflict and Conflict Management: The foundation Coalition  New Charter University  Institute of Real Estate Management  Office of Human Resource Development: University of Wisconsin Madison  Thomas- Kilman | <http://www.foundationcoalition.org/publications/brochures/conflict.pdf>  <https://new.edu/resources/conflict-management--4>  <http://irem.org/File%20Library/ChapterServices/ConflictManagementWS/ActivityConflictManagementStylesAssessment.pdf>  <https://www.ohrd.wisc.edu/onlinetraining/resolution/tools/conflict_styles_assessment.pdf>  <https://www.cpp.com/pdfs/smp248248.pdf> |
| **Analysing Conflict (using analytical frameworks)** | Website  Guidelines (Website)  E-book | Outlines the concept of conflict mapping and provides an overview of the primary items to be included in a conflict analysis.    Provide guidelines for both the Wehr Conflict Mapping Guide and the Hocker-Wilmot Conflict Assessment Guide.  “The Conflict Resolution Toolbox: Models and Measures for Analysing, Diagnosing and Resolving Conflict” provides an in-depth analysis of eight conflict analysis models, aimed encouraging reflective practice and continual improvement in managing and resolving conflict. A single case study of a complex conflict situation is applied to all eight models (followed by additional case studies unique to each model). Worksheets and other helpful guides are included to round out each model. | Paul Wehr.  Gary, T. Furlong. (2014) | <http://www.colorado.edu/conflict/peace/treatment/cmap.htm>  <http://conflict.colorado.edu/hocker-wilmot-conflict-mapping.html>  <http://www.coachakademia.hu/download/2014_tavasz/ConflictResolutionToolbox.pdf> |
| **Negotiation** | Online Module  PDF Article  PDF Table  Video  Image/Chart  Power Point Presentation  Book | Areas covered include; the five phases of negotiation, negotiation strategies, common negotiation mistakes and third- party negotiations i.e. ADR, mediation & Arbitration  Short overview of Positional Negotiation and Principled Negotiation (Interest Based Negotiation). Issues examined include; the steps of principled negotiation and the disadvantages/problems associated with positional negotiation.  Clearly differentiates between Positional negotiation and Interest-based negotiation (IBN)  Presentation by William Ury about the steps of conflict resolution and creating agreements in difficult situations - from family conflict to, the Middle East. (Duration: 19 minutes)  Clear illustration of the Interest Based Negotiation process.  This presentation, based on *Getting to Yes* by Fisher, Ury, and Patton of the Harvard Negotiation Project, provides a detailed discussion of both Positional and Principled negotiation.  Getting to Yes provides a straight- forward, method for negotiating personal and professional disputes. It is one of the primary business texts of the modern era, and is based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution. | Flat World Knowledge  Nicole Cutts  Rick Schmidt (based on Fisher and Ury “Getting to Yes”)  William Ury: The walk from "no" to "yes: Ted Talks  Schachua.com  GLEON Fellowship Program  *Getting to Yes* by Fisher, Ury, and Patton of the Harvard Negotiation Project Getting to Yes: Negotiating without Giving In. (2011) | <https://new.edu/resources/negotiations--3>  <http://nl.walterkaitz.org/rnicolecutts_principlednegotiation.pdf>  <http://www.rickschmidt.net/files/Download/Negotiation%20-%20Positional%20(soft%20or%20hard)%20vs%20Interest-based.pdf>  <https://www.youtube.com/watch?v=Hc6yi_FtoNo>  <http://sachachua.com/blog/wp-content/uploads/2012/03/book-getting-to-yes.png>  Access:  <http://fellowship.gleon.org/?page_id=596>  Click: *Training Topic: Emily Read: Conflict Resolution* in order to download Power Point  Available to buy:  <http://www.amazon.com/Getting-Yes-Negotiating-Agreement-Without/dp/0143118757> |
| **Mediation** | Website  Website  PDF  PDF  Leaflets  PDF  Video | Overview of Mediation and the differences between mediation and Arbitration.  Overview of the areas of life where Mediation is used.  Brief overview of various types of mediation; Evaluative, Facilitative and Transformative. The advantages and disadvantages of each style are also discussed.  Short article that examines three styles of mediation that “Evaluative”, “Facilitative” & “Concord”.  Access to a range of leaflets with detailed information about the use of mediation in areas such commercial disputes, family disputes and medical negligence cases.  Brief overview of the stages in the mediation process. *\*Note* some resources differ in opinion regarding the exact number of stages, as texts often analyse various stages under additional headings.  Offers a simplified pictorial representation of the stages mediators take their parties through when they choose mediation. | Mediate Ireland  Mediate Ireland  John Rymers and Debbie Reinberg Elderesolutions.com  Mediate Ireland  Mediate Ireland  Unknown  Edward Nelson | <http://mediateireland.com/what-is-mediation>  <http://mediateireland.com/mediation-types>  <http://www.cobar.org/repository/Inside_Bar/Elder/10.15.09/CONTRASTING%20TYPES%20OF%20MEDIATION.pdf>  <http://www.mediateireland.com/PDFS/Articles/What-are-the-main-Methods-Styles-of-Mediation.pdf>  <http://mediateireland.com/mediation-mediator-information-leaflets>  <http://www.d16.osstf.ca/adx/aspx/adxGetMedia.aspx?DocID=628,244,10,5,Documents&MediaID=41ce67eb-62e2-4bb3-b582-086a4fac86e0&Filename=D16+OSSTF+The+seven+stages+to+the+mediation+model.pdf>  <https://www.youtube.com/watch?v=KTONZIFm1t4> |
| **Applying the skills of conflict management** | Word Document Booklet & PDF Learning Log  PDF  Prezi Presentation  Website | “Mediating Conflict” focuses on techniques for mediating conflict. This material will need to be adapted, as part of the content will not be relevant.  Ch. 1, pp. 6-20 covers Conflict theory, causes of conflict and conflict resolution tips. Ch. 3- pp. 36- 49 outlines step by step instructions for the practical application of mediation to conflict scenarios  \**Note:* this very comprehensive, learner friendly resource comes in two separate parts; Mediating Conflict Participant Workbook (home study manual to aid comprehension and understanding of the topic) and the Mediating Conflict Learning Log that provides questions to be answered after each chapter in the Participant Workbook.  Explains the fundamentals of conflict resolution and the essential skills needed for successful conflict resolution. Also included are tips for managing and resolving conflict.  Simplified presentation about the cycle of Conflict resolution and the issues to reflect upon during the process.  Short summary of tips for resolving differences between individuals, small groups and organisations. | Girl Scouts of North East Texas  Helpguide.org  Edward Nelson  Roger Darlington | 1. *Home Study Manual:*   <http://gsuniv.org/resources/category/professional-development/conflict-resolution/>  (downloadable in Word format)   1. *Learning Log:*   <http://gsuniv.org/resources/files/HOME-STUDY-Mediating-Conflict-Learning-Log.pdf>  <http://www.edcc.edu/counseling/documents/Conflict.pdf>  <http://edwardnelson.org/Resources.php>  Access: Steps to Resolving Conflict Prezi  <http://www.rogerdarlington.co.uk/conflict.html> |
| **Third Party Interventions** | PDF Book  Website | Very thorough resource that can be used for *multiple topics*. Included is; information about conflict i.e. definitions and types, an evaluation of the conflict management styles, discussion of Principled Negotiation and various other strategies for conflict resolution i.e. differentiation, fractionation, and face saving. Also included are observational style questionnaires and self reflection activities.  Overview of Alternative Dispute Resolution (ADR) and the benefits there of. | Sage Publications  European Consumer Centre Ireland | <http://www.sagepub.com/sites/default/files/upm-binaries/40152_Chapter9.pdf>  <http://www.eccireland.ie/popular-consumer-topics/alternative-dispute-resolution/> |

**Useful Organisations:**

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| **Name** | **Contact Information** |
| Adare Human Resource Management | [www.adarehrm.ie](http://www.adarehrm.ie) |
| British Council for Justice, Security and Conflict Resolution | [www.britishcouncil.org](http://www.britishcouncil.org) |
| Centre for Effective Dispute Resolution | [www.cedrireland.com](http://www.cedrireland.com) |
| Citizens Information Board | [www.citizensinformationboard.ie](http://www.citizensinformationboard.ie) |
| Facilitating Peace | [www.facilitatingpeace.org](http://www.facilitatingpeace.org) |
| Further Education Support Service | [www.fess.ie](http://www.fess.ie) |
| ICSE Conflict Management | [www.icseconflictmanagement.ie](http://www.icseconflictmanagement.ie) |
| Inclusion Services Mediation Ireland | [www.imsi.ie](http://www.imsi.ie) |
| Insight on Conflict: Peace Direct | [www.insightonconflict.org](http://www.insightonconflict.org) |
| Irish Business and Employers Confederation | [www.ibec.ie](http://www.ibec.ie) |
| Labour Relations Commission | [www.lrc.ie](http://www.lrc.ie) |
| Mediate Ireland | [www.mediateireland.com](http://www.mediateireland.com) |
| Mediation Foundation of Ireland | [www.mfi.ie](http://www.mfi.ie) |
| Responding to Conflict | [www.respond.org](http://www.respond.org) |
| United Nations | [www.un.org](http://www.un.org) |

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| **MOOCs (Massive Online Open Courses)** | |
| Free access to online courses  Search regularly for new courses and new start dates | https://www.mooc-list.com/ |