

# HOW PEACE AND CONFLICT STUDIES MAKE YOU A TOP-TIER JOB CANDIDATE

EXPLORING THE FIELD OF CONFLICT MANAGEMENT  
AND RESOLUTION

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# WHAT IS CONFLICT MANAGEMENT AND RESOLUTION?

Conflict is a normal part of all aspects of life. Whether it happens within a family, a workplace, the communities where we live or between states, conflict is a natural part of human interaction. It's neither inherently negative or positive but it should be anticipated. Through studying and learning more about the nature and dynamics of conflict, we can therefore respond to it constructively. The manner in which we engage with conflict shapes the potential growth, development and opportunities that can emerge.

For example, we all experience life differently. Such diversity of opinions, backgrounds, customs, beliefs and cultures can often lead to tension. We have a choice regarding whether we allow these differences to drive us apart in ways that lead to division, mistrust and fear or if we focus on proven approaches that cultivate mutual respect and understanding.

Those who choose to work in conflict management and resolution intentionally develop the insights and tools that help encourage cultures where people move beyond the potentially destructive and violent aspects of conflict in order to maximize its creative potential.



# PREPARING YOURSELF WITH PEACE AND CONFLICT STUDIES

Applying effective conflict management and resolution skills is key to transforming conflict into positive social change and achieving harmony in our workplaces, communities, and nations. Pursuing peace and conflict studies can equip you with the knowledge and experience to: understand the underlying causes of conflict; anticipate, prevent, resolve or transform conflicts wherever they arise; and build more peaceful, just and collaborative societies.

# WHO SHOULD EARN A MASTER'S IN CONFLICT MANAGEMENT AND RESOLUTION?



**A Master's of Science degree in Conflict Management and Resolution (MS-CMR) will make you competitive in every sector: public, private or not-for profit.**

Anyone who works with people and has a desire to positively impact relationships between individuals, between and within organizations, communities and nations will benefit from the advanced skills developed in a conflict management and resolution program. A master's degree in conflict resolution primarily benefits two types of professionals:

- Professionals who plan a new career dedicated to resolving conflict: future mediators, negotiators, facilitators and program or monitoring and evaluation specialists.
- Mid-career professionals in other fields who encounter conflict in their daily work, such as human resource professionals, healthcare workers, military and law enforcement professionals, management professionals and others.

# EXPLORING CAREER OPPORTUNITIES WITH PEACE AND CONFLICT STUDIES

In the midst of a polarized political climate, a severe economic crisis, a mediascape full of disinformation and other conditions creating tension among individuals and groups, experts in conflict management and resolution are sorely needed. According to the [U.S. Bureau of Labor Statistics](#), the job outlook for arbitrators, mediators and conciliators is expected to grow by more than 8 percent in the next 10 years.

Experts in conflict management and resolution are able to:

- Constructively manage a wide range of conflicts, reducing their destructive potential and maximizing the constructive one
- Successfully analyze and intervene in destructive conflict, helping parties involved create mutually acceptable paths toward resolution
- Communicate as mediators and facilitators, formulating thought-provoking questions as well as identifying and addressing root causes of frustration or concern
- Establish policies and procedures within organizations that value the input of each employee or team member, helping them achieve self-actualization and uplifting the organization
- Negotiate unhealthy power dynamics and structures to strengthen the culture of collaboration
- Shape institutions that are more effective and that thrive on creativity and flexibility

Every professional who chooses to work in conflict management and resolution will help to **maximize the constructive potential of conflict and to minimize the destructive and violent potential of conflict.**

Let's take a closer look at some career options below, organized by the two main types of professionals who benefit from the conflict management and resolution degree.

# CAREERS FOR NEW PROFESSIONALS DEDICATED TO RESOLVING CONFLICT

- **Conflict Mediator** — These professionals bring the conflict parties together, helping them to jointly analyze and solve their conflicts. Mediators work with individuals, groups, or organizations and can provide support in solving a particular dispute or equipping them with tools necessary for addressing on-going conflicts as they arise. Conflict mediators, such as those who work for the National Conflict Resolution Center, make an average of \$63,930 per year.
- **Restorative Practitioner** — Restorative justice emphasizes repairing the harm caused by violent behavior through cooperative processes that allow all willing stakeholders to meet and agree upon a restoration plan. Restorative justice professionals focus on trauma healing, conflict mediation, facilitating restorative justice dialogues and much more. Salaries for these positions can vary greatly. For example, a restorative justice coordinator working at a school makes, on average, \$41,844, while a mid-career practitioner makes more.
- **UN Civil Service Officer** — According to the UN, “Civil affairs officers are a key civilian component that helps facilitate interactions between peacekeeping missions, partners and local communities to prevent conflict. Civil affairs work depends on a mission’s mandate and the evolving situation on the ground. Three constant key activities that civil affairs officers undertake are engaging local stakeholders, participating in local conflict management and supporting the extension of state authority. In 2020, 565 Civil Affairs officers in eight UN Field Missions played a key role in early warning and situational awareness of conflict dynamics on the ground.”<sup>1</sup> The salary range for a mid-career field service officer is \$44K - \$68K before additional compensation based on the position post. Entry-level professionals earn between \$21K-\$54K and senior-level professionals earn between \$56K-\$90K.
- **Human Rights Defender** — Individuals in these positions investigate complaints of human rights violations and protect at-risk populations. They may also be involved in community conversations to address injustices or serve as mediators. On the front lines, a human rights defender with an organization like Human Rights Watch can make between \$51K and \$95K per year.



<sup>1</sup> <https://peacekeeping.un.org/en/preventing-conflicts>

# MID-CAREER PROFESSIONALS WHO ENCOUNTER CONFLICT IN THEIR DAILY WORK

- **Human Resources Specialist** — The primary objective of human resource professionals is to ensure a smooth working relationship between managers and employees and to help resolve conflict or friction when it arises in the workplace. Individuals who work in the HR field encounter a wide range of issues that require advanced skills in conflict management and resolution, such as settling employee disputes, facilitating trust-building between teams and implementing fair-work policies. The average salary range for a human resources specialist is between \$50,990 and \$65,509.
- **Police Detective** — Police Detectives and other law enforcement professionals help ensure the safety of the public through crime prevention, responding to crises and enforcing local laws. One of the most effective ways for the police to ensure the safety of all members of the population they serve is through community-oriented policing. This method of policing is centered around developing and strengthening relationships with the community. “Community policing, recognizing that police rarely can solve public safety problems alone, encourages interactive partnerships with relevant stakeholders.”<sup>2</sup> These collaborative partnerships require problem-solving through scanning, analysis, response and assessment—all skills that are strengthened in a conflict management and resolution program. The average salary for a police detective is \$66,389.
- **Customer Success Manager** — These professionals, and many others in the field of business, work with clients, internal teams and business partners to reduce friction and to ensure an enjoyable customer experience both pre- and post-sale. Customer success managers can be tasked with identifying and eliminating process inefficiencies, building and strengthening relationships between individuals and teams, addressing client concerns and helping to achieve business goals. The average annual salary for customer success managers is \$64,682.
- **Diversity, Equity and Inclusion Manager** — The diversity, equity and inclusion manager is responsible for creating and implementing plans to promote diversity within their given organization. The average annual salary for Diversity, Equity and Inclusion Managers in the United States is \$92,491.
- **Policy Advocate** — Policy Advocates can work in a number of settings including government, nonprofit organizations, large for-profit organizations and more. These professionals engage in a wide variety of activities with the ultimate goal of influencing public policy for the benefit of society, especially for vulnerable or marginalized populations. Policy advocates research, collaborate, educate and lobby to raise awareness and garner support for important causes. Mediation, negotiation and consensus-building are all essential parts of a policy advocate’s work. The average annual salary for policy advocates is \$53,634.
- **Program Officers** — Program Officers are responsible for the implementation of specific programs in an organization. For example, international NGOs such as World Vision or Red Cross may have a program officer that leads initiatives focused on mitigating violence against women in disaster zones, or who implement programs for child protection. Depending on the type of organization, program officers are usually mid-tier professional positions making between \$64K and \$70K each year.
- **Staff Attorney** — Those who want to work in legal advocacy positions can have careers fighting for the underserved, underprivileged and wrongfully accused. Organizations like the Innocence Project provide legal services, at no cost, for those who have been wrongfully accused and need legal representation. These individuals also work to improve justice systems. A staff attorney for an organization like the Innocence Project makes \$64K on average, per year.

With these careers in mind, let’s explore how a master’s degree in conflict management and resolution complements your undergraduate training to help you reach new heights in your profession.

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<sup>2</sup> <https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>

# 6 UNDERGRADUATE DEGREES THAT ARE COMPLEMENTED BY A MASTER'S IN CONFLICT MANAGEMENT AND RESOLUTION

Those with a passion for helping people and making the world, the community or the workplace, a better and more harmonious place will garner the most from this degree. The following undergraduate disciplines directly complement a master's in conflict management and resolution:

## Human Resources

Human resources (HR) is a common organizational support function, with roles available in nearly all mid- to large-size organizations. HR professionals already have strong foundational skills that will help them to succeed in a conflict management and resolution role, such as communication, decision-making, empathy, collaboration and team building, to name just a few.

A master's degree in conflict management and resolution paired with an undergraduate degree in human resources can better prepare individuals to perform several traditional HR functions. For example, a deeper understanding of conflict dynamics could make settling a variety of employee disputes easier through the application of mediation or facilitation skills. It could also help efforts to build trust and more effective communication mechanisms between management and employees. Related to conflict studies, an enhanced understanding of negotiation aids in hiring (salary negotiations, identifying individuals who may cause conflict, etc.) and promotions.

HR professionals working in the following settings may find additional benefits: intergovernmental relations, gender exclusion, gender-based violence, minority and marginalized empowerment and civil rights advocacy. For instance, a human resources specialist can use their training in negotiation to advocate for minorities in situations where the management isn't providing fair and equitable policies.

Career opportunities in this field include human resources supervisors and managers, employee relations specialists, intercultural conflict mediators and organizational management trainers. The average salary range for a human resources supervisor is between \$77,000 and \$105,000.



## Business

On a daily basis, businesses negotiate with customers, partners, suppliers and regulatory agencies. In order to perform their jobs effectively, business professionals must be equipped with skills such as communication and negotiation, problem-solving and resolution, active listening, as well as the ability to identify common priorities and opportunities to achieve shared success. Further, the ability to manage conflict in a constructive manner is key to helping professionals from diverse backgrounds build consensus toward common goals.

For example, someone with an undergraduate degree in business who then pursues a master's degree in conflict management and resolution may be particularly adept at aligning their team behind a particular initiative by first taking stock of the different priorities of their individual team members and addressing any inconsistencies or concerns from the outset. An employee with conflict management experience may also have an easier time calming a dissatisfied customer by effectively getting to the root of their frustration and exploring solutions that would not only retain that customer, but turn them into a promoter. Finally, someone with a conflict management and resolution background may be better prepared to advocate for themselves and their team members by asking for promotions, raises or other professional development opportunities.

Logical next career steps for someone with interests in both business and conflict management and resolution include customer success manager, account executive, product director, communication specialist, VP of partnerships, small business consultant and director of community and government relations. The salary for mid-level business professionals ranges from \$60,000-\$125,000 depending on the position.

## Criminal Justice or Law Enforcement

Resolving conflict in a constructive manner is a central focus of many criminal justice careers. With a background in criminal justice or law enforcement, many individuals have already developed strong skills in listening, observation, adaptability, trust-building, critical thinking, empathy and compassion. Complementing these with often-necessary skills in mediation, negotiation and facilitation can further improve the effectiveness of law enforcement professionals. These are further enhanced by viewing familiar problems through the new lenses that the study of peace and conflict provides.

A master's degree in conflict management and resolution can distinguish someone with an undergraduate degree in these fields as a highly qualified job applicant. Graduates of the Kroc School who are working in law enforcement report an enhanced ability to serve at-risk communities due to added competencies in diagnosing problems, garnering a deeper understanding of the causes of conflict and finding innovative solutions.

Within the peacebuilding industry, individuals with this expertise excel in areas such as prison reform, restorative justice and victim support. Career opportunities are plentiful in this area, including positions such as hostage negotiator, victim advocate, family law facilitator, custody mediator, family court mediator and communications specialist. People in these roles often negotiate and advocate to make improvements and impact positive change. For instance, you may find someone with this background acting as a negotiator or advocate for prison reform and fair conditions. Policy Advocates make \$53,634 on average per year and other careers in this field offer comparable salaries.

## International Relations

The study of international relations is also a study of conflict. The graduates of international relation programs are already familiar with theories of human nature, work of international systems and institutions and the challenges of working in various cultural and historical contexts. Those with an undergraduate degree in this field have developed strong analytical, communication, negotiation, consensus-building and interpersonal skills, as well as the ability to navigate cross-cultural situations.

A master's in conflict management and resolution can help an undergraduate degree holder to better leverage constructive conflict toward common goals. It can also empower professionals to consider historical and cultural impacts on negotiations and mediations. Many careers in international relations specifically focus on post-conflict reconstruction, diplomacy and humanitarian advocacy and law. Other professional pathways include human rights advocacy in an international context. These individuals can advocate for the rights of immigrants, refugees, displaced populations and those who are the victims of war or oppression. A career in this area often requires mediation between officials and the person or group of people so they can fully understand the underlying issues and reach a resolution.

Careers in this area include diplomats and other officials working in and outside of the country, human rights officers, refugee resettlement program staffers and other nonprofit public service groups. Depending on the level of expertise, a professional in this career can make anywhere from \$49,000 to \$130,000 per year.

## Nonprofit Management

Nonprofits exist to serve a particular mission or a segment of the population. Often the organization's mission is centered around a social cause such as community education or public safety, among many others. Individuals with a background in this field will have developed strong skills in problem-solving, decision-making, leadership, self-motivation, advocacy and mobilization.

By earning a master's in conflict management and resolution, individuals with a background in nonprofit management will be able to leverage their training in mediation, negotiation and intervention design to better serve both internal staff and external stakeholders. These skills enhance the ability to facilitate healthy conversations around the ongoing or emerging challenges inherent within any organization. A background in conflict management and resolution is especially powerful in nonprofits devoted to peacebuilding, international development, human rights, advocacy and social development.

Career opportunities in this area include nonprofit executive directors, directors of monitoring and evaluation, community outreach managers, youth advocates, intercultural conflict mediators and others. Salaries for positions in nonprofit management start in the \$40,000-\$60,000 range, with executive and upper-management employees making well above \$100,000.





## Healthcare Administration or Management

Individuals with a degree in healthcare administration or healthcare management are equipped with a strong foundation of skills that pairs well with training in conflict management and resolution. These often include: communication and relationship management, good professional judgment, problem-solving, critical thinking and people skills, to name a few.

Those in this field are in a good position to acquire and leverage a master's in conflict management and resolution. Healthcare has a profound impact on lives around the world; however, it can also be a place that experiences great conflict. For example, access to medical facilities may be marred by cultural miscommunications or historical tensions. To help manage and resolve this conflict, healthcare professionals should have a solid understanding of how historical and cultural conflicts may impact the health of patients. The nature of the everyday conflicts and disagreements encountered within healthcare management mean that mediation, negotiation and facilitation skills will always be required.

These experts are especially needed in public health work in a variety of settings such as hospitals and out-patient clinics or advocating for policy change in government. Within these settings, public health workers can specialize in their area of interest, including but not limited to structural and physical violence, counseling and social support, trauma therapy or information management for relief operations. Hospital administrators can make over \$100,000 per year, while victim advocates make between \$31,123 and \$42,215 annually.



# MORE UNDERGRADUATE CAREERS WITH TIES TO CONFLICT MANAGEMENT AND RESOLUTION

Here are some additional fields with strong ties to conflict management and resolution work.

**Education** — Anyone who has spent time in a classroom knows that the ability to transform conflict into constructive change is a vital skill, whether for those working with adults or children. Education professionals with a conflict and management degree are better equipped to understand background factors that may be influencing classroom conflict, facilitate constructive verbal conflicts and impart constructive debating skills and civility to their students. Outside of the classroom, these professionals can work to reform education and to investigate and resolve cultural and structural inequities, among many other paths. Careers in this space include teachers, counselors, teacher union representatives, school administrators, peer counselors, testing officials and more. The median salary for these types of positions is \$74,000, while teachers make between \$51,912 and \$68,579 depending on their location.

**Political Science** — In almost any governmental system, politics and conflict go hand in hand. The ability to engage in constructive conflict and build consensus on important issues are essential skills in this field. Individuals with a degree in political science who go on to earn a master's degree in conflict management and resolution will have the expertise required to navigate local, domestic and global initiatives and political issues such as resolving threats, environmental degradation, climate change and civil-military relations. Careers in this field include intercultural conflict mediators and international geopolitical dispute mediators. Salaries in this field average about \$76,700.

**Psychology** — A foundation in psychology can be useful in the conflict management and resolution field, especially when dealing with child protection, rights and services, violence prevention and resolution, trauma therapy, counseling or social support. A proper understanding of the cultural and historical contexts of conflict will also benefit professionals in the field of organizational psychology. Whether attempting to create a more productive workforce or understand the reasons behind psychological phenomena, considering a holistic context is key. Graduates of the Conflict Management and Resolution programs with psychology backgrounds sometimes consider exposure to peacebuilding ideas like restorative justice as transformational moments within their career. Professionals in this field make \$60,000 on average, with the potential to make much more.

**Media, Communication or Journalism** — Individuals in these fields will find conflict management and resolution strategies useful in their professional endeavors related to community organizing, mobilization, social action, issue-based educational campaigns or arts-based approaches to social transformation. For example, an individual with this educational background may negotiate with the school board to bring healthier menu options to students or lead communication efforts with the local government to help with teacher salary negotiations. Career opportunities include journalists, communications managers, human resource specialists, union representatives, neighborhood action planners, media mediators, coordinators of dispute resolution programs, school violence mediators and more. Salaries for these types of positions can range from \$35,000 to over \$100,000 per year.

**Theology** — Practical experience in conflict management and resolution often aligns with philosophical beliefs regarding the sanctity of peace. This degree will complement those focused on local peacebuilding and training, interfaith dialogue and collective community healing. When riots and other signs of unrest occur, a faith leader often steps in as a mediator or negotiator to bring the opposing parties together for a discussion to address the conflict constructively. On a more micro level, conflicts occur on a regular basis within faith communities as a natural part of human interaction. An ability to help facilitate healthy conversations around conflict is an essential skill for any faith leader. Careers in this space include pastors, social workers, community organizers and nonprofit managers, and salaries begin at \$40,000 on average.

**Environmental Justice** — Individuals with an undergraduate degree in environmental justice already have a comprehensive understanding of the most pressing issues affecting our planet and communities. When paired with a graduate degree in conflict management and resolution, they will have the tools to understand the root causes of environmental issues and the far-reaching, and sometimes unseen, effects of unjust environmental practices. For example, communities of color are less likely to have access to safe drinking water and, as the global water crisis continues to intensify, these communities will be disproportionately affected. Professionals in this field have the unique opportunity to advocate and negotiate on behalf of environmentally vulnerable populations. In addition, the ability to facilitate difficult conversations within impacted communities can help provide an important listening space and clarify perspectives and strategic goals. Careers in this field include policy advocates and analysts, staff attorneys, researchers and impact consultants. The average salary for environmental justice jobs is \$53,260.

**Art** — Artistic facilitators frequently use their medium and platform as a catalyst for thought-provoking expression and conversation, which in turn can help inspire change. For example, Zoya Sardashti, an alumna of the Conflict Management and Resolution program at the Kroc School of Peace Studies, is using her art form to explore ways transdisciplinary research and performing non-violence resolve ethnic and identity conflict. Her

artistic practice has moved through several mediums since starting theatre training, but using performance to pose questions, build community and shift perception has remained consistent. Creativity is an essential part of transforming complex social problems. A master's degree in conflict management and resolution offers new lenses through which artistic facilitators can encourage alternative approaches. Careers in the arts can include illustrators, industrial designers, multimedia artists, sculptors, performers and more. The average salary for an artist ranges from \$47,865 and \$65,494.

DON'T SEE YOUR DEGREE?  
A MASTER'S IN CONFLICT  
MANAGEMENT AND RESOLUTION  
CAN STILL PROPEL YOUR CAREER

There are many other degrees that directly complement a degree in conflict management and resolution and are used in a wide array of professions. Conflict management and resolution skills will help you in any career that involves people, in other words—it will help you in virtually any career.

# WHY THE KROC SCHOOL WILL MAKE YOU A TOP-TIER JOB CANDIDATE

At the Kroc School, our teaching is customized to the students with whom we work. Small cohorts of only 15-20 students allow us to engage with each person individually and build upon their specific passions and motivations for joining the program. Inspired by ongoing conversations with students and colleagues in and out of the classroom, we adjust what and how we teach to effectively develop the students' skills and knowledge.

Recognizing that conflicts come in all shapes and sizes, we intentionally curate a very diverse and dynamic cohort, where each student brings with them an appetite for learning to turn conflict into opportunities for growth. We have early and mid-career professionals from 22 to 60 years of age, with backgrounds ranging from NGOs and human resource departments to active-duty military and government employees. Geographically, the program attracts students from countries as diverse as Afghanistan, Australia, Belarus, Mexico and Uganda, as well as those from all over the United States.

Here are a few other reasons why a degree from the Kroc School will set you apart from other job candidates:

- We are the **#3 conflict management and resolution program** in the nation.
- We are the only school of peace studies on an international border, and our proximity enables students to apply learnings to border-related conflicts that emerge.
- We have an explicit focus on identity-based conflict which is applied through a variety of experiential learning opportunities.
- We place an emphasis on human skills such as dialogue, critical thinking, ethnography and trauma-informed practice.

We are also committed to providing flexible schedules to accommodate our scholars. Students have the choice of completing a 15-month full-time program, 9-month accelerated program or part-time option.

Attending the Kroc School will provide you with the skills, knowledge and experience to become an adaptive, highly-skilled professional in any setting where conflict is possible.



# WHY ARE WE THE #3 CONFLICT MANAGEMENT PROGRAM IN THE NATION?

The MS-CMR program is focused on equipping students with a deep understanding of the historical, institutional and cultural factors that drive conflict, injustice, oppression and poverty. We approach each analysis with an explicit focus on the development of a holistic understanding of conflict dynamics. We focus on both ongoing and emerging conflicts, such as issues related to climate change, polarization, racial justice and immigration. Our teaching and research incorporates examples of best practice from around the world.

Every important principle of conflict studies is practiced through simulations and a variety of experiential learning opportunities. Our graduates gain real-world experience that provides practical benefits to their careers.

We are so highly ranked because our professors continue to practice and update their teaching to meet the evolving conflict challenges of our world. For example, professor Phil Gamaghelyan's ongoing work with memory, professor Ami Carpenter's leadership against human trafficking and professor Topher McDougal's focus on environmental justice places us on the forefront of managing conflicts that emerge from past trauma, economic instability and the climate change crisis. Additionally, the Kroc Institute for Peace and Justice (KIPJ) has the mission of developing powerful new approaches to end cycles of violence together with peacemakers, while advancing that learning locally and globally. Kroc School students learn from KIPJ leaders and a network of over 1,000 peacebuilders globally who are actively working to manage conflict.

This continued involvement means the Kroc School is consistently evolving the curriculum to match what the field and the market require of conflict professionals, helping students graduate prepared to advance in a competitive job market and apply skills that will add meaningful value.



# LEARN MORE ABOUT USD'S MASTER'S IN CONFLICT MANAGEMENT AND RESOLUTION

Does this sound like a program that could enhance your career path? [Download our course guide](#) and explore our curriculum to gain a deeper perspective of what this program has to offer. You can also read the course descriptions for some of the classes that are available for Master of Science in Conflict Management and Resolution (MS-CMR) students:



## **Conflict Analysis & Resolution**

This course examines how conflicts are identified and analyzed, from low-level political violence to major armed conflict and what theories and tools exist to resolve these conflicts. Students read classic works in this interdisciplinary field, gaining an understanding of the different scholarly approaches taken to prevent and resolve armed conflict. Students work in teams on particular case studies, applying theories learned.



## **Intervention Design**

The Intervention Design course provides a framework for students to synthesize and apply knowledge and practical skills gained during the program to create a specific conflict management/resolution project. The course is also a chance to create a key Kroc School Portfolio item that students can showcase to prospective employers, donors, or partners.



## **Mediation**

Students in this course learn and practice a variety of tools and methods of mediating conflicts and disputes. The class is divided between learning the traditional mediation skills, practice and theory, including the benefits and limitations of mediation as a dispute resolution method on the one hand and alternative approaches to mediation on the other. The alternative models include the needs analysis-based Problem-Solving Workshop, the narrative analysis-based Mediation of History and the Evolving Designs model aimed at work in multi-party environments.



## Negotiations

Negotiation is one of the most widely used means of conflict management. The aim of this course is to develop your understanding of the principles, strategies and tactics of effective negotiation in a broad range of conflict situations. The role of identity – culture, gender, religion, nationality, class – will be mainstreamed throughout the course. Case studies and hands-on simulations will cover a variety of multi-issue, multi-party negotiations involving community, organizational, ethnic conflict, humanitarian assistance and post-conflict reconciliation.



## Program Design, Monitoring and Evaluation

Starting with a solid understanding of the evolution of thinking and practice among key development and peacebuilding actors, this course is designed to prepare students to design, monitor and evaluate peacebuilding programs and projects. Students will not only understand best practices in project design and management but also learn the skills and tools necessary to effectively carry out projects.



## Professional Portfolio

This course will help you to link the concepts, skills and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program.



# THE FINANCIAL INVESTMENT FOR A DEGREE AT THE WEST COAST CAPITAL OF PEACE EDUCATION

Tuition for 2021-22 for a master's in conflict management and resolution at the University of San Diego is estimated to be \$36,000 based on 30 units, plus a one-time application fee of \$45 and a \$200 enrollment deposit fee. The Kroc School offers competitive fellowships and graduate assistantships to qualified applicants with more than 80% of admitted students receiving scholarships and awards based on merit.

Do you have questions? [Connect with our team](#) at the Joan B. Kroc School of Peace Studies for assistance — we're happy to help.

If you would like to learn more about the Conflict Management and Resolution program, you have a few options:

[MS-CMR Program Guide](#)

[All Programs Brochure](#)

[Request More Information](#)

[Schedule a Meeting](#)

If you are ready to bring your entrepreneurial mindset to innovate social change, **apply now!**

[APPLY TODAY](#)

