

# UČNI NAČRT / COURSE SYLLABI

Študijsko leto 2016/2017

<b>Predmet / Course</b>	<b>Obvladovanje konfliktov in pogajalske veščine / Conflict Resolution and Essentials of Negotiation Skills</b>
<b>Šifra predmeta / Course Code</b>	B21OKPV-MRK
<b>Nosilec predmeta / Course Coordinator</b>	doc. dr. Lidija Breznik
<b>Vrsta predmeta / Type of the course</b>	obvezni / compulsory
<b>Jezik / Language</b> - <b>Vaje / Tutorials</b> - <b>Predavanja / Lecture</b>	Slovenski / Slovene, Angleški / English Slovenski / Slovene, Angleški / English
<b>Študijski program / Programme</b>	Management razvoja kadrov (2. stopnja) / Human Resource Management (2nd cycle)
<b>Letnik / Year</b>	1.
<b>Primarno študijsko področje / Primary Study Field</b>	Management (poslovođenje in upravljanje - Klasius 345)
<b>Pogoji za vključitev / Requirements</b>	/

<b>Predavanja / Lectures</b>	<b>Vaje / Tutorials</b>	<b>Druge oblike študija / Other Type of Study</b>	<b>Samostojno delo / Individual work</b>	<b>Ure dela / Work hours</b>	<b>ECTS</b>
24	12	0	189	225	9

## a) Vsebina / Content:

<p><b>I. Konflikti in učinkovito obvladovanje konfliktov</b></p> <p>1. Razumevanje konflikta in konfliktnih situacij</p> <ul style="list-style-type: none"> <li>• Kaj je konflikt, kako se začne</li> <li>• Kako prepoznati konflikt</li> <li>• Rezultat in posledica konflikta (cena in vrednost konfliktov) ter kako ga reševati</li> </ul> <p>2. Proces reševanja konflikta: Metoda 4 stopenj</p> <ul style="list-style-type: none"> <li>• Prva stopnja: Poznavanje samega sebe in ugotavljanje lastnih potreb</li> <li>• Druga stopnja: Prepoznavanje ciljev/potreb nasprotne strani in sposobnost vživljanja</li> <li>• Tretja stopnja: Razumevanje potreb druge strani</li> <li>• Četrta stopnja: Tehnike reševanja konflikta</li> </ul> <p>3. Učinkovito obvladovanje konflikta</p> <ul style="list-style-type: none"> <li>• Napotki in priročnik za učinkovito obvladovanje konfliktov</li> <li>• Učinkovito obvladovanje konfliktov in nasprotij v podjetjih/organizacijah (vidik HR managerja)</li> </ul> <p>4. Mediacija na delovnem mestu</p> <ul style="list-style-type: none"> <li>• Opredelitev mediacije kot oblike razreševanja/obvladovanja konflikta</li> <li>• Mediacija v praksi in mediator</li> </ul>	<p><b>I. Conflicts and effective conflicts resolution</b></p> <p>1. Understanding a conflict and conflict situations</p> <ul style="list-style-type: none"> <li>• What the term "Conflict" means and how it begins</li> <li>• How to recognize a conflict</li> <li>• How much is a conflict costing us (the cost and value of conflicts) and how to (re)solve it</li> </ul> <p>2. The four steps to conflict resolution</p> <ul style="list-style-type: none"> <li>• First step: Ability to know yourself - identification/recognition of your own needs (the importance of self-awareness)</li> <li>• Second step: Recognizing the other party's objectives/needs and emotional (intelligence) capability</li> <li>• Third step: Understanding the other party's objectives/needs</li> <li>• Fourt step: Conflict resolution techniques/tactics</li> </ul> <p>3. Effective conflict resolution</p> <ul style="list-style-type: none"> <li>• Handbook of effective conflict resolution</li> <li>• Effective conflict and opposition resolution in companies and other organizations (HR manager perspective)</li> </ul>
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<ul style="list-style-type: none"> <li>• Vpeljava mediacije v delovno okolje, podjetje oz. organizacijo (vidik HR managerja)</li> </ul> <p><b>II. Pogajanja in pogajalske veščine</b></p> <ol style="list-style-type: none"> <li>1. Razumevanje pogajanj <ul style="list-style-type: none"> <li>• Opredelitev pogajanj</li> <li>• Pogajanje kot oblika razreševanja /obvladovanja konflikta</li> </ul> </li> <li>2. Komuniciranje v procesu pogajanja</li> <li>3. Pogajalski proces in določitev strategije oz. taktike</li> <li>4. Pogajalske tehnike in lastnosti uspešnega pogajalca</li> <li>5. Uporaba pogajanj pri reševanju konfliktnih situacij in nasprotij (vidik HR managerja)</li> </ol>	<ol style="list-style-type: none"> <li>4. Mediation in the workplace <ul style="list-style-type: none"> <li>• Defining mediation - mediation as a form of resolving a conflict</li> <li>• Mediation in action/practice and mediator</li> <li>• Implementing mediation in the working environment (HR manager perspective)</li> </ul> </li> </ol> <p><b>II. Negotiations and negotiation capabilities/skills</b></p> <ol style="list-style-type: none"> <li>1. Understanding negotiations <ul style="list-style-type: none"> <li>• What is negotiation</li> <li>• Negotiation as a form of resolving a conflict</li> </ul> </li> <li>2. Communication and communication skills in negotiation process</li> <li>3. Negotiation process and defining the negotiation strategy</li> <li>4. Negotiation techniques and characteristics of a successful negotiator</li> <li>5. Using negotiation skills in conflict and opposition resolution (HR manager perspective)</li> </ol>
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**Splošne kompetence / General Competencies:**

<p>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</p> <p>SPL3: Medosebne, socialne spretnosti  SPL4: Sodelovalno, timsko delo, delo v skupini  SPL5: Voditeljstvo, vodenje ljudi  SPL8: Spretnosti kritičnega mišljenja  SPL11: Spretnosti organiziranja in načrtovanja (npr. lastnega dela, dela drugih)  SPL12: Spretnosti verbalne komunikacije (npr. retorika, predstavitvene veščine)  SPL13: Spretnosti pisne komunikacije</p>	<p>Student will acquire knowledge and skills in the following general areas:</p> <p>SPL3: Interpersonal skills, social skills  SPL4: Teamwork skills, cooperative skills  SPL5: Leadership capabilities/skills  SPL8: Ability of critical thinking  SPL11: Organising and planning skills  SPL12: Verbal communication skills  SPL13: Written communication skills</p>
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**Predmetno specifične kompetence / Course Specific Competencies:**

<p>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</p> <p>PSP7: Upravljanje s spremembami  PSP11: Psihologija na vsebinskem področju predmeta  PSP16: Raziskovalna metodologija na vsebinskem področju predmeta  PSP18: Splošna razgledanost na vsebinskem področju predmeta</p>	<p>Student will acquire knowledge and skills in the following specific areas:</p> <p>PSP7: Change management  PSP11: Psychology issues incorporated into the course content  PSP16: Research methodology issues incorporated into the course content  PSP18: General knowledge related to the course content</p>
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**Predvideni študijski rezultati / Intended Learning Outcomes:**

<p>Študent doseže naslednje študijske rezultate:</p>	<p>Student achieves the following learning</p>
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<ol style="list-style-type: none"> <li>1. Razume pomen odnosov v delovnem okolju, konfliktov in obvladovanja konfliktov ter pogajanj in pogajalskih veščin</li> <li>2. Razume človeški vidik in prepozna različne osebnosti ter interese/potrebe/cilje ljudi v kontekstu razumevanja konfliktov - vidik HR managerja</li> <li>3. Pozna proces reševanja konflikta</li> <li>4. Razume in zna uporabiti metodo 4 stopenj reševanja konflikta</li> <li>5. Primerja različne pristope k obvladovanju konfliktov in kritično presodi izbor najprimernejše tehnike/taktike</li> <li>6. Pozna proces reševanja konflikta s pomočjo mediacije in zna uporabiti tehniko mediacije na delovnem mestu/okolju</li> <li>7. Pozna proces, načela in tehnike pogajanj</li> <li>8. Razume pomen komunikacije v procesu pogajanj</li> <li>9. Zna uporabiti primerno tehniko pogajanja pri reševanju konfliktov in nasprotij</li> <li>10. Zna uporabiti pridobljena znanja pri predmetu v praksi, se suvereno soočiti s konfliktnimi situacijami in nasprotovanji ter izbrati in uporabiti primerne strategije ter tehnike njihovega reševanja</li> </ol>	<p>outcomes:</p> <ol style="list-style-type: none"> <li>1. Understands the meaning of good work relationships, know the meaning of conflict resolution and understands the basics of negotiation</li> <li>2. Understands the human aspect and be able to recognize different personalities (personality types) in a working environment, be able to recognize and to understand people's interests/needs/objectives, especially in the context of conflicts resolution (HR manager perspective)</li> <li>3. Understands the conflict resolution process</li> <li>4. Understands and be able to use a method of four steps of conflict resolution</li> <li>5. Compares variety of techniques in conflict resolution process and be able to critically judge and choose the most appropriate technique/tactic</li> <li>6. Knows mediation as a useful form/technique of resolving a conflict and be able to use mediation in his/her working environment</li> <li>7. Knows the negotiation process, different negotiation principles / techniques / tactics</li> <li>8. Understands the importance of effective communication in negotiations</li> <li>9. Be able to use appropriate negotiation technique when resolving a conflict or other opposition</li> <li>10. Be able to use knowledge acquired during this course, sovereignly confront different conflict situations and use appropriate strategy/technique to solve it/them.</li> </ol>
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### **Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning**

<i>Oblike dela</i>	Frontalna oblika poučevanja; Delo v manjših skupinah; Aktivno samostojno in skupinsko delo
<i>Types of Teaching and Learning</i>	Frontal teaching; Work in smaller groups or pairs; Active independent student and team work
<i>Metode dela</i>	Predavanja - Razlaga; Razgovor/diskusija/debata; Proučevanje primera; Reševanje nalog in testov; Gost iz prakse; Praktično delo
<i>Teaching and Learning Methods</i>	Lectures - Explanation; Conversation/discussion/debate; Case study; Solving exercises and self evaluation tests; Guest from practice; Practical work

### **Načini ocenjevanja v % / Types of Student Assessment**

Sprotno ustno ocenjevanje / Oral Assessment	/
Sprotno pisno ocenjevanje / Written Assessment	/
Daljši pisni izdelek /Longer written casework <sup>1</sup>	30%
Javni nastop s predstavitvijo rezultatov / Presentations <sup>2</sup> /	10%

<sup>1</sup> Seminarska ali projektna naloga, raziskovalna naloga ipd.

Končni pisni izpit / Final oral examination	60%
Končni ustni izpit / Final oral examination	/
Udeležba in sodelovanje / Participation and cooperation	/
<b>Lestvica ocenjevanja / Grading scale</b>	številaska / numeric

### **Temeljna literatura / Literature:**

#### **Obvezna / Obligatory**

Breznik, L. (2015). *Gradivo za predmet z vključenimi izbranimi prispevki za študente.* / Course reading package including some selected materials given to the students.

#### **Temeljna / Basic**

Anderson, K. (2007). *Učinkovito reševanje konfliktov.* Ljubljana: Založba Tuma.

Crawley, J. & Graham, K. (2001, 2012). *Mediation for managers: Resolving conflict and rebuilding relationships at work* (People Skills for Professionals). London, Boston: Nicholas Brealey Publishing.

Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in.* New York: Penguin Books.

Jordan, P. J. & Troth, A. C. (2002). Emotional intelligence and conflict resolution: Implications for human resource development. *Advances in Developing Human Resource*, 4(1), 62-79.

Yeung, D. Y., Fung, H. H. & Chan, D. (2015). Managing conflict at work: Comparison between younger and older managerial employees. *International Journal of Conflict Management*, 26(13), 342-364.

Daft, R.L. & Marcic, D. (2011). *Management: The new workplace.* Cengage Learning. (izbrana poglavja/selected chapters).

*HBR Case Studies: Managing difficult people.* (2009). Boston: Harvard Business Review Press. (izbrana poglavja/selected chapters).

Možina, S. (2002). *Odnosi, nasprotja v organizaciji. Management - nova znanja za uspeh.* Ljubljana: Didakta (izbrana poglavja/selected chapters).

#### **Neobvezna / Not obligatory**

Lewicki, R., Barry, B. & Saunders, D. (2015). *Essentials of Negotiation* (6th). McGraw-Hill Education.

Tavčar, R. (2010). *Psihologija pogajanj: kako doseči, kar želimo in ohraniti odnos.* Ljubljana: Planet GV.

Ury, W. (1998). *Od nasprotovanja do sodelovanja.* Ljubljana: Gospodarski vestnik.

Kavčič, B. (1996). *Spretnost pogajanja.* Kranj: Moderna organizacija.

### **Reference nosilca / Lecturer's references:**

1. BREZNIK, Lidija, LAHOVNIK, Matej. Renewing the resource base in line with the dynamic capabilities view : a key to sustained competitive advantage in the IT industry. *Journal for East European management studies*, ISSN 0949-6181, 2014, vol. 19, no. 4, str. 453-485, doi: [10.1688/JEEMS-2014-04-Breznik](https://doi.org/10.1688/JEEMS-2014-04-Breznik). [COBISS.SI-ID [22324454](https://www.cobiss.si/id/22324454)]  
SSCI (JCR, SNIP, WOS)

2. BREZNIK, Lidija, HISRIC, Robert D. Dynamic capabilities vs. innovation capability : are they related?. *Journal of small business and enterprise development*, 2014, vol. 21, iss. 3, str. 368-384, doi: [10.1108/JSBED-02-2014-0018](https://doi.org/10.1108/JSBED-02-2014-0018). [COBISS.SI-ID [22177766](https://www.cobiss.si/id/22177766)]  
SNIP

Nagrada: Awarded for Excellence 2015 for Outstanding Paper by Emerald Group Publishing

<sup>2</sup> Plakat, naloga, prispevek

- 3.** LAHOVNIK, Matej, BREZNIK, Lidija. Technological innovation capabilities as a source of competitive advantage : a case study from the home appliance industry. *Transformations in business & economics*, ISSN 1648-4460, 2014, vol. 13, no. 2 (32), str. 144-160. [COBISS.SI-ID [22153190](#)] SSCI (JCR, SNIP, WOS)
- 4.** LAHOVNIK, Matej, BREZNIK, Lidija. Technological innovation capabilities as a source of competitive advantage : a case study from the home appliance industry. *Transformations in business & economics*, ISSN 1648-4460, 2014, vol. 13, no. 2 (32), str. 144-160. [COBISS.SI-ID [22153190](#)] SSCI (JCR, SNIP, WOS)
- 5.** BREZNIK, Lidija, LAHOVNIK, Matej. Innovation capability as a source of competitive advantage. *Technics technologies education management*, ISSN 1840-1503, 2012, vol. 7, no. 3, str. 1132-1144. [http://www.ttem.ba/pdf/ttem\\_7\\_3\\_web.pdf](http://www.ttem.ba/pdf/ttem_7_3_web.pdf). [COBISS.SI-ID [21075686](#)] SSCI (JCR, SNIP, WOS)
- 6.** BREZNIK, Lidija. Can information technology be a source of competitive advantage?. *Economic and business review*, ISSN 1580-0466. [Tiskana izd.], 2012, vol. 14, no. 3, str. 251-269.