



UČNI NAČRT / COURSE SYLLABUS

Študijsko leto 2020/2021

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| Predmet / Course | Obvladovanje konfliktov in pogajalske veščine / Conflict Resolution and Essentials of Negotiation Skills |
| Šifra predmeta / Course Code | B22OKPV6-MZ |
| Nosilec predmeta / Course Coordinator | doc. dr. Lidija Breznik |
| Vrsta predmeta / Type of the course | izbirni / elective |
| Jezik / Language - Vaje / Tutorials - Predavanja / Lecture | Slovenski / Slovene, Slovenski / Slovene, |
| Študijski program / Programme | Management znanja (2. stopnja) / Knowledge Management (2nd cycle) |
| Letnik / Year | 2. |
| Pogoji za vključitev / Requirements | / |

| Predavanja Lectures | Vaje Tutorials | Druge oblike študija Other Type of Study | Samostojno delo Individual work | Ure dela Work hours | ECTS |
|------------------------|-------------------|---|------------------------------------|------------------------|------|
| 16 | 8 | 0 | 126 | 150 | 6 |

Vsebina / Content:

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| <p>I. Konflikti in učinkovito obvladovanje konfliktov</p> <p>1. Razumevanje konflikta in konfliktnih situacij - Kaj je konflikt, kako se začne - Kako prepoznati konflikt - Rezultat in posledica konflikta (cena in vrednost konfliktov) ter kako ga reševati 2. Proces reševanja konflikta: Metoda 4 stopenj - Prva stopnja: Poznavanje samega sebe in ugotavljanje lastnih potreb - Druga stopnja: Prepoznavanje ciljev/potreb nasprotne strani in sposobnost vživljanja - Tretja stopnja: Razumevanje potreb druge strani - Četrta stopnja: Tehnike reševanja konflikta 1. 3. Učinkovito obvladovanje konflikta - Napotki in priročnik za učinkovito obvladovanje konfliktov - Učinkovito obvladovanje konfliktov in nasprotij v podjetjih/organizacijah (vidik HR managerja) 4. Mediacija na delovnem mestu - Opredelitev mediacije kot oblike razreševanja/obvladovanja konflikta - Mediacija v praksi in mediator - Vpeljava mediacije v delovno okolje, podjetje oz. organizacijo (vidik HR managerja)</p> <p>II. Pogajanja in pogajalske veščine</p> <p>1. Razumevanje pogajanj - Opredelitev pogajanj - Pogajanje kot oblika razreševanja /obvladovanja konflikta 2. Komuniciranje v procesu pogajanja 3. Pogajalski proces in določitev strategije oz. taktike 4. Pogajalske tehnike in lastnosti uspešnega pogajalca 5. Uporaba pogajanj pri reševanju konfliktnih situacij in nasprotij (vidik HR managerja)</p> | <p>I. Conflicts and effective conflicts resolution</p> <p>1. Understanding a conflict and conflict situations - What the term "Conflict" means and how it begins - How to recognize a conflict - How much is a conflict costing us (the cost and value of conflicts) and how to (re)solve it 2. The four steps to conflict resolution - First step: Ability to know yourself - identification/recognition of your own needs (the importance of self-awareness) - Second step: Recognizing the other party's objectives/needs and emotional (intelligence) capability - Third step: Understanding the other party's objectives/needs - Four step: Conflict resolution techniques/tactics 2. 3. Effective conflict resolution - Handbook of effective conflict resolution - Effective conflict and opposition resolution in companies and other organizations (HR manager perspective) 4. Mediation in the workplace - Defining mediation - mediation as a form of resolving a conflict - Mediation in action/practice and mediator - Implementing mediation in the working environment (HR manager perspective)</p> <p>II. Negotiations and negotiation capabilities/skills</p> <p>1. Understanding negotiations - What is negotiation - Negotiation as a form of resolving a conflict 2. Communication and communication skills in negotiation process 3. Negotiation process and defining the negotiation strategy 4. Negotiation techniques and characteristics of a successful negotiator 5. Using negotiation skills in conflict and opposition resolution (HR manager perspective)</p> |
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Spošne kompetence / General Competencies:

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| <i>Študent bo pridobil znanje in spretnosti na naslednjih splošnih vsebinskih področjih:</i> | <i>Student will acquire knowledge and skills in the following general areas:</i> |
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| <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); SPL13: Spretnosti pisne komunikacije;</p> | <p>SPL3: Interpersonal, social skills; SPL4: Cooperation, team work, group work; SPL5: Leadership skills; SPL8: Critical thinking; SPL11: Organising and planning skills; SPL13: Written communication skills;</p> |
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Predmetno specifične kompetence / Course Specific Competencies:

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| <p><i>Študent bo pridobil znanje in spretnosti na naslednjih specifičnih vsebinskih področjih:</i></p> <p>PSP5: Pristopi k upravljanju podjetja z načrtovanjem in kontrolo ter uporabo različnih konceptov, metod in orodij; 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><i>Student will acquire knowledge and skills in the following specific areas:</i></p> <p>PSP5: Managing a company by planning and controlling by use concepts, methods and tools; PSP7: Change management; PSP11: Psychology in the field of the course; PSP16: Research methodology in the fields of the course; PSP18: General overview of the course content area.</p> |
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Predvideni študijski izidi / Intended Learning Outcomes:

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| <p><i>Študent bo dosegel naslednje študijske izide:</i></p> <p>1. Razume pomen odnosov v delovnem okolju, konfliktov in obvladovanja konfliktov ter pogajanj in pogajalskih veščin 2. Razume človeški vidik in prepozna različne osebnosti ter interese/potrebe/cilje ljudi v kontekstu razumevanja konfliktov - vidik HR managerja 3. Pozna proces reševanja konflikta 4. Razume in zna uporabiti metodo 4 stopenj reševanja konflikta 5. Primerja različne pristope k obvladovanju konfliktov in kritično presodi izbor najprimernejše tehnike/taktike 6. Pozna proces reševanja konflikta s pomočjo mediacije in zna uporabiti tehniko mediacije na delovnem mestu/okolju 7. Pozna proces, načela in tehnike pogajanj 8. Razume pomen komunikacije v procesu pogajanj 9. Zna uporabiti primerno tehniko pogajanja pri reševanju konfliktov in nasprotij 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</p> | <p><i>Student will achieve the following learning outcomes:</i></p> <p>1. Understands the meaning of good work relationships, know the meaning of conflict resolution and understands the basics of negotiation 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) 3. Understands the conflict resolution process 4. Understands and be able to use a method of four steps of conflict resolution 5. Compares variety of techniques in conflict resolution process and be able to critically judge and choose the most appropriate technique/tactic 6. Knows mediation as a useful form/technique of resolving a conflict and be able to use mediation in his/her working environment 7. Knows the negotiation process, different negotiation principles / techniques / tactics 8. Understands the importance of effective communication in negotiations 9. Be able to use appropriate negotiation technique when resolving a conflict or other opposition 10. Be able to use knowledge acquired during this course, sovereignly confront different conflict situations and use appropriate strategy/technique to solve it/them.</p> |
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Oblike in metode poučevanja in učenja / Types and Methods of Teaching and Learning

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| Oblike dela | Frontalna oblika poučevanja; Delo v manjših skupinah; Samostojno delo študenta; |
| Types of Teaching and Learning | Frontal teaching; Work in smaller groups or pairs; Independent student work; |
| Metode dela | Razlaga; Razgovor/diskusija/debata; Delo z besedilom; Proučevanje primera; Gost iz prakse; Praktično delo; |

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| Teaching and Learning Methods | Explanation; Conversation/discussion/debate; Work with text; Case study; Guest from practice; Practical work; |
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Načini ocenjevanja v % / Types of Student Assessment

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| Sprotno ustno ocenjevanje / Oral Assessment | / |
| Sprotno pisno ocenjevanje / Written Assessment / | / |
| Daljši pisni izdelek /Longer written casework ¹ | 30 |
| Javni nastop s predstavitvijo rezultatov / Presentations ² | 10 |
| Končni pisni izpit / Final written examination | 60 |
| Končni ustni izpit / Final oral examination | / |
| Udeležba in sodelovanje / Participation and cooperation | / |
| Lestvica ocenjevanja / Grading scale | številaska/numeric |

Temeljna literatura / Literature:

Temeljna/obvezna:

- Breznik, L. (2019). Gradivo za predmet /Course reading package.
- 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. Mediacija za menedžerje : reševanje konfliktov in ponovna zgraditev odnosov na delovnem mestu. Ljubljana: Zavod Rakmo (izbrana poglavja/selected chapters).
- Anderson, K. (2007). Učinkovito reševanje konfliktov. Ljubljana: Založba Tuma (izbrana poglavja/selected chapters).
- Fisher, R., & Ury, W. L. (2012). Getting to yes: Negotiating agreement without giving in. New York: Penguin Books.
- HBR Case Studies: Managing difficult people. (2009). Boston: Harvard Business Review Press (izbrana poglavja/selected chapters).
- Caputo, A., Marzi, G., Maley, J. & Silic, M. (2018). Ten years of conflict management research 2007-2017: An update on themes, concepts and relationships, International Journal of Conflict Management, 30(1), 87-110.

Reference nosilca / Lecturer's references:

1.01 Izvirni znanstveni članek

- BREZNIK, Lidija, LAHOVNIK, Matej, DIMOVSKI, Vlado. Exploiting firm capabilities by sensing, seizing and reconfiguring capabilities : an empirical investigation. Economic and business review. 2019, vol. 21, no. 1, str. 5-36. ISSN 1580-0466. <http://ojs.ebrjournal.net/ojs/index.php/ebr/article/view/605>, DOI: 10.15458/85451.72. [COBISS.SI-ID 24848870]
- BREZNIK, Lidija, LAHOVNIK, Matej. Dynamic capabilities and competitive advantage : findings from case studies, 2016. Vol. 21, spec. iss. ISSN 1331-0194. <http://hrcak.srce.hr/file/228563>. [COBISS.SI-ID 23050726],
- BREZNIK, Lidija. Exploiting knowledge through R&D and technological capability. Dynamic relationships management journal. May 2015, vol. 4, no. 1, str. 19-33, tabele. ISSN 2232-5867. DOI: 10.17708/DRMJ.2015.v04n01a02. [COBISS.SI-ID 22600678]
- BREZNIK, Lidija, LAHOVNIK, Matej. Renewing the resource base in line with the dynamic capabilities view. Journal of East European management studies. 2014, vol. 19, no. 4, str. 453-485. ISSN 0949-6181. DOI: 10.1688/JEEMS-2014-04-Breznik. [COBISS.SI-ID 22324454],
- 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. ISSN 1462-6004. DOI: 10.1108/JSBED-02-2014-0018. [COBISS.SI-ID 22177766]

1.08 Objavljeni znanstveni prispevek na konferenci

- BREZNIK, Lidija. Deploying human resource capability for sustainable performance. V: DERMOL, Valerij (ur.), SMRKOLJ, Marko (ur.), ĐAKOVIĆ, Goran (ur.). Human capital without borders : knowledge and

¹ Seminarska ali projektna naloga, raziskovalna naloga ipd.

² Plakat, naloga, prispevek

learning for quality of life : proceedings of the Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia. Management, Knowledge and Learning International Conference 2014, 25-27 June 2014, Portorož, Slovenia. Bangkok; Celje; Lublin: ToKnowPress, 2014. Str. 561-570. MakeLearn. ISBN 978-961-6914-09-3. ISSN 2232-3309. [COBISS.SI-ID 22097894]

- 2 BREZNIK, Lidija. Exploiting knowledge. V: SITAR, Aleša Saša (ur.), et al. Knowledge management and organizational learning. International Conference on Management and Organisation, Brdo pri Kranju, 12-13 June 2014. Ljubljana: The Slovenian Academy of Management, 2014. Str. 151-169. ISBN 978-961-92878-5-9. [COBISS.SI-ID 22092006]