

Techniques for Negotiating and Resolving Conflict

Code: 100476
ECTS Credits: 6

2025/2026

Degree	Type	Year
Labour Relations	OB	3

Contact

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Teachers

Irene Carracedo Gil

Teaching groups languages

You can view this information at the [end](#) of this document.

Prerequisites

Apart from the official requirements and skills necessary for the proper monitoring of this course, you don't require any other prior knowledge. In addition, the course will be taught from the perspective of the Sustainable Development Goals.

Objectives and Contextualisation

Contextualization:

The conflict is part of our reality, not as an isolated event, but as a constant and daily reality. Very sometimes conflicts are perceived as an opportunity or an inevitable experience of human baggage, however conflicts are a fundamental tool of the evolutionary game.

Social reality has promoted ways of managing conflict, among which is negotiation, where the rules of the game promote a win-lose confrontation. This modality favors forms of regulation in which what one gains, the other necessarily loses. However, negotiating implies, in addition to reaching agreements, that the same agreements are satisfactory for both parties, because they respond to the different conflicting interests. This integrative win-win modality is presented as the best response model to the business environment.

Goals:

- Know the characteristics of the theory of Conflictology as a paradigm in conflict resolution.
 - Recognize conflict situations, analyze them in each case and detect the

- Learn to identify and interpret the conditions conducive to the appearance of conflict situations.
- Learn to use non-violent forms of communication and related techniques.
- Know in practice the basic techniques and strategies in conflict resolution.

Competences

- Applying quantitative and qualitative social investigation techniques to the labour field.
- Applying techniques and making decisions in terms of human resources (remuneration policy, selection policy).
- Applying the information and communication technologies to the different areas of action.
- Designing a Welcome Handbook and documenting a training plan in relation to their needs for the collectives in charge.
- Drawing up and formalising reports and documents.
- Identify the foundations of the main legal and organisational areas in the field of human work.
- Identifying, analysing and solving complex problems and situations from an (economic, historical, legal, psychological, and sociological) interdisciplinary perspective.
- Organising and managing the available time.
- Producing and designing organizational strategies, developing the human resources strategy of the organization.
- Producing internal communication projects for labour groups.
- Self-motivating by undertaking specific training programs to acquire new knowledge.
- Students must be capable of deciding, sharply taking decisions and judging.
- Suggesting solutions for labour disputes and the situations that may arise them through mediation and negotiation.
- Verbally communicating and defending a project.
- Working autonomously.
- Working effectively in teams.

Learning Outcomes

1. Applying the information and communication technologies to the different areas of action.
2. Comprehending the intra-group cooperation, competition and cohesion processes.
3. Drawing up and formalising reports and documents.
4. Identifying the prevention and conflict resolution strategies.
5. Knowing how to use non-violent communicative forms.
6. Knowing how to use the appropriate tools and methodology in terms of management of Human Resources.
7. Knowing the basic elements of the management of human resources.
8. Knowing the elements and key factors in the team development.
9. Knowing the groups and working teams.
10. Knowing the methodology and tools for a socio-occupational audit.
11. Knowing the necessary channels in order to recruit and select personnel.
12. Knowing the strategies in decision-making.
13. Organising and managing the available time.
14. Recognising the conflict situations and knowing how to find solutions.
15. Recognising the foundations and negotiation techniques.
16. Self-motivating by undertaking specific training programs to acquire new knowledge.
17. Students must be capable of deciding, sharply taking decisions and judging.
18. Understanding and relating training and career plans in the organizations.
19. Understanding the development of a organization.
20. Verbally communicating and defending a project.
21. Working autonomously.
22. Working effectively in teams.

Content

1. Introduction to conflict theory

Conceptual introduction to conflict theory, with particular emphasis on its composition, consequences, structure, and dynamics.

2. Psychosocial dynamics in understanding conflict

Approach to the basic psychosocial principles of the conflict, identifying those elements that promote the emergence and continuation of conflict.

3. The sociological dynamics in understanding conflict

Approach to sociological principles towards the roots of conflicts and their classification.

4. Conflict resolution: negotiation

Introduction to negotiation: phases, strategy, models and obstacles.

5. Conflict resolution: mediation

Introduction to mediation: phases, models and obstacles.

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
-	6	0.24	1, 19, 15, 17
-	12	0.48	16, 20, 4, 13, 15, 14, 3, 5, 17, 21
-	18	0.72	4, 15, 14
Type: Supervised			
-	3	0.12	20, 4, 13, 14, 3, 5, 17
-	5	0.2	19, 20, 4, 13, 15, 14, 5, 17, 21
Type: Autonomous			
-	12	0.48	1, 13, 3, 21
-	20	0.8	1, 16, 19, 13, 15, 17, 21
-	20	0.8	19, 4, 15, 14, 17, 21
-	22	0.88	1, 20, 13, 15, 3, 5, 17, 21
-	32	1.28	1, 16, 19, 20, 4, 13, 15, 14, 3, 5, 17, 21

The teaching methodology that will be used for this subject will be varied, combining the master class (face-to-face).

Formation activities:

Master classes where the most relevant concepts of the subject will be explained.
Elaboration and development of cases.
Discussion seminars for texts, articles or books related to the conflict and mediation.
Elaboration of written exercises and critical reflections, linked to the conflict and mediation.
Development of practical cases, role playings and debates.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Assessment

Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
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Ev1. Group work: Conflicts analysis	30	0	0	1, 16, 19, 2, 20, 7, 8, 9, 10, 12, 18, 4, 13, 15, 14, 3, 11, 5, 6, 17, 21, 22
Ev2. Individual work: reflective essay	40	0	0	19, 4, 13, 15, 14, 3, 5, 21
Ev3. Groupal Work: Case Resolution	30	0	0	16, 20, 7, 4, 13, 15, 14, 3, 5, 17, 21

Continuous evaluation: The evaluation of the course requires 80% of attendance in class and is based on the passing of the following exercises:

- Group work: analysis of a conflict (30%).
- Individual: reflective essay (40%)
- Individual and/or group: classroom activities and exercises (30%).

Otherwise, the student will not be evaluated.

Single evaluation:

The single evaluation includes the presentation to the final exam (50% of the grade) and the delivery on the day of the final exam of a set of activities based on the cases worked in class, which will also be posted on Moodle (50% of the grade).

Evaluation of grade recovery:

The same recovery system will be applied as for the continuous evaluation.

Bibliography

Obligatòria:

- Menduate, L. y Martínez, J.M. (1998). Conflicto y Negociación. Pirámide.
- Vinyamata Camp, E. (2008). *Conflictos i conflictología* (1st ed.). UOC.

Recommended

- Cornelius, H. y Faire, S. (1989). Tu ganas, yo gano. Cómo resolver conflictos creativamente y disfrutar con las soluciones. Gais Ediciones: Madrid.
- Fisher, R.; Ury, W. y Patton, W. (1998). Obtenga el sí: El arte de negociar sin ceder. Gestión 2000: Barcelona.
- Freund, J. (1995). Sociología del conflicto. EME: Madrid.
- Menduate, L. y Martínez, J.M. (1998). Conflicto y Negociación. Pirámide: Madrid.
- Redorta, J. (2004). Cómo analizar los conflictos. La tipología de conflictos como herramienta de mediación. Paidós: Barcelona.
- Ury, W. (1998). Cómo negociar con personas que adoptan posturas inflexibles. Gestión 2000: Barcelona.

- Aramburu-Zabala, L. [Luis]. (2005). Habilidades de negociación. Todos podemos ganar. Pirámide. <https://dialnet.unirioja.es/servlet/libro?codigo=253759>
- Kilmann Diagnostics. (2023). Take the Thomas Kilmann Conflict Mode Instrument (TKI). <https://kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/>

Software

Not applicable.

Groups and Languages

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

Name	Group	Language	Semester	Turn
(PAUL) Classroom practices	11	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	12	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	51	Catalan	second semester	afternoon
(TE) Theory	1	Catalan	second semester	morning-mixed
(TE) Theory	51	Catalan	second semester	afternoon