

Degree programme	Type	Course
Labour Relations	OB	3

Contact lecturer

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Teaching staff

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Group languages

You can consult this information at the [end](#) of the 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

Contextualisation:

Conflict is part of our reality, not as an isolated event, but as a constant and everyday reality. Very rarely are conflicts perceived as an opportunity or an inevitable experience of the human condition; however, conflicts are a fundamental tool in our evolution.

Social reality has driven the development of ways to manage conflict, among which is negotiation, where the rules of the game foster a win-lose confrontation; that is, what one gains, another necessarily loses. This approach gives rise to forms of regulation in which what one gains, another necessarily loses. However, negotiating, in addition to reaching agreements, also involves ensuring that these agreements are satisfactory for both parties, as they address the different interests in conflict. This integrative win-win approach is presented as the best model for responding to the negotiating environment. With this context, the objectives of the module will be as follows:

- To understand the characteristics of conflictology theory as a paradigm for conflict resolution.

- To recognise conflict situations, analyse them in each case and identify their structure, both visible and invisible.
- To learn to identify and interpret the conditions conducive to the emergence of conflict and, using analytical models, to offer solutions for intervention.
- To learn to use non-violent forms of communication and related techniques.
- To gain practical experience of the basic techniques and strategies in alternative conflict resolution: negotiation and mediation.

Learning outcomes

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

Contents

1. Introduction to conflict theory

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

2. Psychosocial dynamics in understanding conflict

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

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
-	20	0.8	3, 4, 5, 7, 15, 18
-	12	0.48	15, 16, 20, 21
-	20	0.8	4, 7, 15, 16, 17, 18, 21
Seminars	22	0.88	3, 5, 6, 7, 15, 16, 17, 18, 19, 20
-	32	1.28	3, 4, 5, 6, 7, 15, 16, 17, 18, 19, 20, 21
Lecture sessions	22	0.88	3, 5, 7
-	22	0.88	6, 7, 15, 16, 18, 19, 20, 21

The teaching methodology used for this module will be varied, combining lectures (face-to-face classes) with

practical work by students in seminars, and activities such as information retrieval, case studies, reading, writing, and other tasks to prepare for the face-to-face classes. Students will have descriptive documentation on the virtual campus of all activities that will take place during the course, as well as supporting information.

Formative activities:

- Lectures where the most relevant concepts of the module will be developed.
- Preparation and development of case studies.
- Discussion seminars on texts, articles or books related to conflict and its forms of intervention-regulation.
- Preparation of written exercises and critical reflections linked to the course content.
- 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	Weight	Hours	ECTS	Learning outcomes
Ev2. Individual work: reflective essay	40	0	0	1, 3, 4, 5, 6, 7, 15, 16, 20
Ev1. Work portfolio	30	0	0	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21
Ev3. Groupal-individual Work: Case Resolution	30	0	0	1, 3, 5, 6, 7, 8, 11, 15, 16, 17, 18, 19, 20, 22

Continuous assessment: Assessment for this module requires 80% attendance at face-to-face classes and is based on the successful completion of the following tasks:

- Individual: work portfolio (30%)
- Individual: reflective essay (40%)
- Individual and/or group: classroom activities and exercises (30%)

The minimum mark to pass the module will be a 5 in the weighted average of the three previous activities, with a minimum grade of 3.5 in each of the activities.

Failure to meet these requirements will result in the student not being assessed.

Single assessment:

The single assessment comprises sitting the final exam (50% of the mark) and submitting, on the day of the final exam, a set of activities based on the case studies worked on in class, which will also be posted on

Moodle (50% of the mark). The same ungradeable criterion will apply as for continuous assessment.

Resit:

The same resit system will apply as for the single assessment: sitting the final exam (50% of the mark), and the submission of activities based on the cases studied in class (50% of the mark).

Use of Artificial Intelligence in the course:

Restricted use: For this course, the use of Artificial Intelligence (AI) technologies is permitted exclusively for support tasks, such as literature or information searching, text correction or translations.

The student must clearly identify which parts have been generated with this technology, specify the tools used and include a critical reflection on how these have influenced the process and the final outcome of the activity. A lack of transparency regarding the use of AI in this assessed activity will be considered academic dishonesty and may result in a partial or full penalty on the activity's mark, or more severe sanctions in more serious cases.

Bibliography

Obligatòria:

- Munduate Jaca, Lourdes, y Medina Díaz, Francisco. (2005). *Gestión del conflicto, negociación y mediación*. Pirámide.
- Tirado, Francisco y Gálvez, Ana. (2017). Conflicto, poder y política en las organizaciones. En Francisco Tirado, Ana Gálvez y Enrique Baleriola (eds.), *Las organizaciones en el siglo XXI: un enfoque psicosocial y político*. Editorial UOC.
- Vinyamata Camp, Eduard. (2008). *Conflictos i conflictologia* (1st ed.). UOC.

Recommended

- Benasayag, Miguel. (2025). *Elogio del Conflicto*. Prometeo.
- Cornelius, Helena. y Faire, Shoshana. (1989). *Tú ganas, yo gano. Cómo resolver conflictos creativamente y disfrutar con las soluciones*. Gais Ediciones: Madrid.
- Fisher, Roger., Ury, William. y Patton, Bruce. (1998). *Obtenga el sí: El arte de negociar sin ceder*. Gestión 2000: Barcelona.
- Freund, Julien. (1995). *Sociología del conflicto*. EME: Madrid.
- Munduate, Lourdes. y Martínez, José. (1998). *Conflicto y Negociación*. Pirámide: Madrid.
- Redorta, Josep. (2004). *Cómo analizar los conflictos. La tipología de conflictos como herramienta de mediación*. Paidós: Barcelona.
- Ury, William. (1998). *Cómo negociar con personas que adoptan posturas inflexibles*. Gestión 2000: Barcelona.
- Aramburu-Zabala, 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.

Course groups and languages

The information provided is provisional until November 30. After this

date, you will be able to consult the language of each group through this [link](#). To access the information, you will need to enter the course CODE

Type of teaching	Group	Language	Semester	Shift
(TE) Theory	1	Catalan/Spanish	second semester	morning-mixed
(PAUL) Classroom practices	11	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	12	Catalan	second semester	morning-mixed
(TE) Theory	51	Catalan	second semester	afternoon
(PAUL) Classroom practices	51	Catalan	second semester	afternoon