POZNAN UNIVERSITY OF TECHNOLOGY

COURSE DESCRIPTION CARD - SYLLABUS

Course name
Resolving conflict [S2ZiIP2>RoKo]

Course

Field of study
Management and Production Engineering

Year/Semester
1/2

Area of study (specialization)
Production control

Profile of study
general academic

Level of study
second-cycle

Course offered in
Polish

Form of study
full-time

Requirements
compulsory

Number of hours

Lecture
15

Laboratory classes
0

Other
0

Tutorials
15

Projects/seminars
0

Number of credit points
2,00

Coordinators

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Lecturers

Prerequisites

Basic knowledge of humanities at secondary school level Basic skills in analyzing and searching for information for professional practice Recognizing the importance of managerial skills as a component of effective functioning in the professional and social environment

Course objective

The aim of the course is to familiarize the student with methods, techniques and tools of conflict management in various social and organizational situations.

Course-related learning outcomes

Knowledge:
1. Has knowledge related to human resources management and conflict resolution
2. Has knowledge of the general principles of creating and developing forms of individual entrepreneurship
3. Has knowledge of the structures and processes of human resources management in industrial enterprises

Skills:
1. Is able to communicate within the team, with subordinates and superiors
2. Is able to present and justify his ideas, proposals and solutions in a public forum
3. Is able to independently develop knowledge in specific areas, as well as develop a path for the team's own development, including conflict resolution

Social competences:
1. Is aware of the need to critically analyze and evaluate one's proposals and actions
2.Able to think and act in a creative and enterprising way.
3. Is aware of the social role of a technical university graduate, and especially understands the need to formulate and communicate it to society.

Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

1.Wykłady, Kolokwia częściowe w formie testów na e-kursie - 50% oceny. Kolokwium końcowe 50% oceny. Passing the lecture if obtaining at least 50.1% correct answers. Assignment of grades to percentage ranges of results: <90–100> very good; <80–90) good plus; <70–80) good; <60–70) satisfactory plus; <50–60) satisfactory; <0–50) unsatisfactory.
2.Ocena aktywności i uczestnictwa w ćwiczeniach na zajęciach, ocena sprawozdań z realizacji zadań

Programme content

Issue 1: Features of a manager in an organization
1.Identification of facts in accordance with objective reality - awareness of existing problems and situations,
2.Making decisions in accordance with the facts - change through prior acceptance of existing limitations and conditions,
3. Purposefulness and awareness of undertaken managerial actions,
4.Manager's assertiveness
5. Manager's responsibility
6.Manager integrity
7. Manager's flexibility
Issue 2: Philosophy of continuous improvement
1.Identification of small problems
2.Achieving small goals
3.Pragmatism of small thoughts in the context of visualization of results
4.Identification of minor problems as an opportunity for continuous improvement
5. Small rewards in the context of motivation to deal with minor problems
Issue 3: Principles of efficient performance of managerial activities in the context of conflicts
1.The cycle of organized activity and the implementation of managerial functions
2. Identifying and diagnosing conflicts
3. Methods of dealing with conflicts
4. Conflict path scenarios
5.Elements of time management in the context of conflict management

Course topics

Topic 1: Characteristics of a Manager in an Organisation (5 hours)
Session 1: Identifying Facts in Line with Objective Reality
Objective: Understanding the importance of objectively identifying facts in an organisation.
Course Content:
Definition of objective reality in the context of management.
Tools and techniques for identifying facts.
Examples of cognitive biases and their impact on situation assessment.
Teaching Methods: Lecture with discussion elements, case study analysis.
Session 2: Decision-Making Based on Facts
Objective: Understanding the decision-making process based on facts.
Course Content:
Stages of the decision-making process.

The impact of accepting existing constraints on decisions.
Examples of fact-based decision-making.
Teaching Methods: Presentation, case study analysis, discussion.
Session 3: Purposefulness and Awareness in Managerial Actions
Objective: Learning to make conscious and purposeful managerial decisions.
Course Content:
The importance of purposefulness in managerial actions.
The impact of conscious actions on the organisation.
Examples of effective management practices.
Teaching Methods: Lecture, group work, case study analysis.
Session 4: Managerial Assertiveness
Objective: Developing assertive communication skills.
Course Content:
Definition and importance of assertiveness in management.
Techniques for assertive communication.
Situations that require assertiveness.
Teaching Methods: Lecture, role-playing, and practical exercises.
Session 5: Managerial Responsibility
Objective: Understanding the role of responsibility in managerial work.
Course Content:
What is managerial responsibility.
Examples of the consequences of lack of responsibility.
Teaching Methods: Lecture and case study analysis.
Session 6: Management Integrity
Objective: Understanding the value of integrity in management.
Course Content:
What is integrity.
Impact of integrity on trust within a team.
Teaching Methods: Presentation, case study analysis.
Session 7: Managerial Flexibility
Objective: Understanding the importance of flexibility in management.
Course Content:
Definition of flexibility.
Examples of flexibility in management.
Tools to support flexibility.
Teaching Methods: Lecture, discussion, group exercises.
Topic 2: Philosophy of Continuous Improvement (5 hours)
Session 1: Identifying Small Problems
Objective: Understanding the importance of small problems in an organisation.
Course Content:
What are small problems.
How to identify small problems.
Practical examples from business practice.
Teaching Methods: Lecture, case study analysis, and practical exercises.
Session 2: Achieving Small Goals
Objective: Learning to set and achieve small goals.
Course Content:
Techniques to set small goals.
Examples of small goals and their realisation.
Benefits of achieving small goals.
Teaching Methods: Presentation, practical exercises, group work.
Session 3: Pragmatism of Small Thoughts in the Context of Visualising Results
Objective: Developing skills to visualise small, pragmatic goals.
Course Content:
Definition of pragmatism.
Tools to visualise small results.
Practical examples of visualisation.
Teaching Methods: Lecture, practical exercises, group work.
Session 4: Identifying Minor Problems as an Opportunity for Continuous Improvement
Objective: Understanding how minor problems can lead to continuous improvement.

Course Content:
Definition of minor problems.
Examples of minor problems and ways to solve them.
Tools and techniques for continuous improvement.
Teaching Methods: Lecture, case study analysis, group exercises.
Session 5: Small Rewards in the Context of Motivation to Address Minor Problems
Objective: Understanding the role of small rewards in motivating to solve minor problems.
Course Content:
Definition of small rewards.
Examples of small rewards and their impact on motivation.
Strategies for applying small rewards.
Teaching Methods: Lecture, case study analysis, discussion.
Topic 3: Principles of Efficient Managerial Actions in the Context of Conflicts (5 hours)
Session 1: Organised Action Cycle and Execution of Managerial Functions
Objective: Understanding the organised action cycle in conflict management.
Course Content:
What is the organised action cycle?
What are the managerial functions in conflict management.
Teaching Methods: Lecture, practical exercises, case study analysis.
Session 2: Identifying and Diagnosing Conflicts
Objective: Learning to identify and diagnose conflicts in an organisation.
Course Content:
Types of conflicts.
Tools for diagnosing conflicts.
Examples of conflicts and their analysis.
Teaching Methods: Lecture, practical exercises, group work.
Session 3: Methods of Handling Conflicts
Objective: Understanding various methods of handling conflicts.
Course Content:
Overview of conflict resolution methods.
Techniques for mediation and negotiation.
Examples of effective conflict resolution.
Teaching Methods: Lecture, practical exercises, role-playing.
Session 4: Conflict path scenario
Objective: Analyse scenarios of conflict development in an organisation.
Course Content:
Types of conflict pathways.
Examples of conflict scenarios.
Techniques for scenario analysis.
Teaching Methods: Presentation, case study analysis, group work.
Session 5: Time Management Elements in the Context of Conflict Management
Objective: Understanding the elements of time management in the context of conflict management.
Course Content:
Time management techniques.
Examples of effective time management in conflict contexts.
Tools supporting time management.
Teaching Methods: Lecture, practical exercises, discussion.

Teaching methods

Lecture, multimedia presentation, reverse scenario, discussion, meta plan. Lecture conducted remotely using the synchronous access method.
Exercises - classes will be conducted in the form of workshops

Bibliography

Basic:
Zmiany i konflikty w organizacji. Więcek-Janka E., Wyd. Politechniki Poznańskiej 2006
7 nawyków skutecznego działania. Covey S. R., Dom Wydawniczy Rebis 2003
Jednominutowy Menedżer i przywództwo. Blanchard K. , Zigarmi P.,Zigarmi D., MT Biznes 2008

Additional:
Pułapki myślenia. O myśleniu szybkim i wolnym. Wydawnictwo Media Rodzina 2012

Breakdown of average student's workload

	Hours	ECTS
Total workload	50	2,00
Classes requiring direct contact with the teacher	30	1,00
Student's own work (literature studies, preparation for laboratory classes/ tutorials, preparation for tests/exam, project preparation)	20	1,00