Universidad del País Vasco — Euskal Herriko Unibertsitatea

COURSE GUIDE 2025/26

Faculty 345 - Faculty of Engineering - Bilbao **Cycle** .

Degree DIPRO13a - Master in Project Management **Year** .

COURSE

504901 - Communication, negotiation and conflict management **Credits, ECTS:** 3

COURSE DESCRIPTION

The objective of this course is to deepen the basic concepts of communication, conflict management and negotiation. In this way, students will learn about communication tools to facilitate cooperation in a project, analyze conflicts, and define new strategies for negotiation and their application in a project.

COMPETENCIES/LEARNING RESULTS FOR THE SUBJECT

COMPETENCIAS DE LA ASIGNATURA

To apply existing knowledge, tools and strategies for information, communication and human resources management in projects in order to optimize project development.
To develop tools and strategies that exist for the management of information, communication and human resources in projects, so as to optimize their development
To direct proposals and plans for the management of information, communication and human resources in the projects

RESULTADOS DE APRENDIZAJE DE LA ASIGNATURA

The student who passes this subject should be able to:
- Create a communication plan adapted to a specific project.
- Establish a negotiation strategy with their team and with the rest of the interested parties.
- Understand the basic concepts of conflict management and its methods of resolution.

Theoretical and Practical Contents

Communication: Basic concepts and communication models. Communication management in projects following the PMI methodology
Negotiation: Basic concepts, methodology and negotiation strategies.
Conflicts: Types of conflicts. Strategies to solve and manage conflicts.

METODOLOGIA (ACTIVIDADES FORMATIVAS)

Actividad Formativa	Hours	Porcentaje presencialidad
Expositive classes	30	33 %
Solving practical cases	45	10 %

TYPES OF TEACHING

Types of teaching	M	S	GA	GL	GO	GCL	TA	TI	GCA
Hours of face-to-face teaching	10		20						
Horas de Actividad No Presencial del Alumno/a	20		25						

Legend: M: Lecture-based; S: Seminar; GA: Applied classroom-based groups; GL: Applied laboratory-based groups; GO: Applied computer-based groups; GCL: Applied clinical-based groups; TA: Workshop; TI: Industrial workshop; GCA: Applied fieldwork groups

Evaluation tools and percentages of final mark

Denominación	Ponderación mínima	Ponderación máxima
Attendance and participation	10 %	30 %
Written examination	20 %	30 %
Presentations	0 %	10 %
Practical tasks	0 %	50 %
Writing up the teamwork	0 %	50 %

ORDINARY EXAMINATION PERIOD: GUIDELINES AND OPTING OUT

The assessment of the subject is carried out continuously throughout the course.
The following factors are taken into account in the grading of the course:
Attendance (25%): Although attendance is not compulsory, it is highly recommended due to the contents developed in the classroom. For this reason, attendance forms part of the calculation of the final grade.
Team work (50%): At the beginning of the course, students will be assigned to work teams of between 3 and 6 people. Teamwork in this class is considered very relevant and therefore has a significant importance in the evaluation of

students. Each team will have to hand in a designated piece of work at the beginning of the course. The work will be handed in by uploading it to egela on the defined deadlines. If the timetable allows it, the work will also be defended orally. In order to pass the course, the work must have obtained a grade higher than 5 out of 10.
Exam (25%): As in the certification exams of the professional associations of project management, the exam will be in the form of a multiple-choice test. In order to pass the course, the work must have obtained a grade of more than 4 out of 10.
The grade for the course will be obtained by applying the corresponding weight to each of the factors (attendance, individual work, team work, exam).
If any of the work (individual or team work) has not passed the established cut-off mark, the final mark for the course will be No Show.
If the exam mark is lower than 4.0, the final mark for the course will be that corresponding to the exam mark.
If the student decides to waive the Continuous Assessment of this subject, he/she must communicate it in writing before the deadline for the submission of the individual work. This date can be found in the Student Guide available on the eGela platform.
In this case, in order to pass the course, the student will be assessed by means of a written exam that may contain additional questions to those posed in the exam to which students who are assessed on a continuous basis are submitted and which will include all the contents studied throughout the four-month period corresponding to the exam. This assessment will be completed with an oral exam which will take place on the same day as the written exam, by prior appointment for students registered for this exam. In the oral exam, students will be asked about the contents studied in the classroom, as well as about the activities carried out during the corresponding four-month period. In order to pass the course, students must pass both tests.
In the event that health conditions prevent the completion of a teaching activity and/or face-to-face assessment, a non-face-to-face modality will be activated, of which students will be promptly informed (applicable to all exams: ordinary, extraordinary and advance).

EXTRAORDINARY EXAMINATION PERIOD: GUIDELINES AND OPTING OUT

Those who have to sit the extraordinary call will do so in the same way as they did in the ordinary call. In other words, those who took the continuous assessment will complete the tests (individual work, team work, exam) that they did not pass in the ordinary call.
The grade for the course will be obtained by applying the corresponding weight to each of the factors (attendance, individual work, team work, exam).
If any of the work (individual or team work) has not passed the established cut-off mark, the final mark for the course will be No Show.
If the exam mark is lower than 4.0, the final mark for the course will be that corresponding to the exam mark.
Those who waive the continuous assessment, will be submitted to a written and oral exam as described in the previous section (Ordinary call: orientations and waiver).

MANDATORY MATERIALS

The course is managed through the egela platform. Here the student will find the transparencies used in class and other help materials. The statements of individual and team assignments will also be found there, and the places where to upload them.

BIBLIOGRAPHY

Basic bibliography

Kerzner, H.; Project Management: A systems approach to planning, scheduling and controlling. Ed. John Wiley, 2003.
Project Management Institute A Guide to the Project Management Book of Knowledge, Project Management Institute. 2013.

Detailed bibliography

Bubshait, A.A. Farooq, G. "Team building and project success" Cosat Engineering 41, 37-42. 1999
Caamaño Eraso, Javier "Gestión Integral de Proyectos". Servivio de Publicaciones de la ETS Ingeniería de Bilbao. 2006

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Murphy, J. "Managing Conflict at work" Mc-Graw-Hill. New York 1993

Rahim, M.A. " Managing conflicts in organizations" Quorum Books . London 2001

Ury, W. "Negotiating your way from confrontation to Cooperation"Bantam Doubleday Dell Pub-. New York 1993

R. Max Wideman. "Project Information". Communication Management (2004). http://www.maxwidemam.com

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Guss, C. L. Virtual project management: tools and the trade in Proceedings of the 28th Annual Project Management Institute 1997 Seminars and Symposia Project Management Institute: Chicago. 1997

Latane, B., Nowak, A. and Liu, H.H. Measuring emergent social phenomena: dynamics, polarization, and clustering as order parameters of social systems. Behavioral Science, 30, 1-24. 1994

Leonard, D., Brands, P.A., Edmonson, A., and Fenwick, J. "Virtual teams: using communications technology to manage geographically dispersed development groups, in Sense & Respond: Capturing Value in the Network Era, Bradley, S.P. and Nolan, R.L. Eds. Harvard Business School Press: Boston. 1998

Rad, P.F. and Levin, G. "Achieving project management success using virtual teams". J. Ross Publishing: Boca Raton. 2003

Turman, J. and McMakin, P. Project management for the twenty-first century: the Internet-based cybernetic project team in Proceedings of the 28th Annual Project Management Institute 1997 Seminars and Symposia Project Management Institute: Chicago.

Journals

International Journal of Project Management
Project Management Journal

Web sites of interest

https://www.pmi.org/ (2021)
http://www.ipma.world/ (2021)