



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (DTVET)

QUALIFICATION: DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING : MANAGEMENT	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: CMV620S	COURSE NAME: CONFLICT MANAGEMENT
SESSION: JULY 2022	PAPER: PAPER 2
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR L KLOPPERS
MODERATOR:	MR R MANAS

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly

THIS QUESTION PAPER CONSISTS OF _5_ PAGES (Including this front page)

Question 1**[14 Marks]**

- a) Explain the difference between functional and dysfunctional conflicts through the use of examples. **(4 marks)**

- b) Thomas Kilman Model proposed five (5) different conflict management styles based on the level of assertiveness and level of cooperativeness. Name each conflict management style and explain how each conflict style is scored in terms of assertiveness and cooperativeness. **(10 marks)**

Question 2**[8 marks]**

- a) There are three (3) main steps regarding conflict resolution. Through the use of examples, explain what will be done in each step. **(6 marks)**

- b) Using examples explain how emotional intelligence and communication skills of a manager can be used to change a dysfunctional conflict situation into a functional one. **(2 marks)**

Question 3**[20 marks]**

- a) Explain the term code of conduct as it applies to employee discipline and name any two issues that you can find in the code of conduct. **(3 marks)**

- b) Explain the term grievance procedure and describe the two steps you can take in a grievance procedure. **(3 marks)**

- c) Explain the difference between conciliation and arbitration with the use of an example. **(4 marks)**

- d) Explain the term Alternative Dispute Resolution (ADR). **(2 marks)**

- e) Using examples, explain four (4) ways you as a manager can create a successful discipline culture in your organisation. **(8 marks)**

Question 4

[8 marks]

- a) Define the term **collective bargaining** and name **two issues** that that can be addressed through collective bargaining. **(3 marks)**
- b) Define the term **shop stewards** and name two roles of the shop stewards. **(3 marks)**
- c) Using an example, explain the difference between **Best Alternative To a Negotiated Agreement (BATNA)** and **Zone Of Potential Agreement (ZOPA)** as it applies to negotiation. **(2 marks)**

Question 5

[16 Marks]

- a) Create **ONE** scenario of not more than 300 words of an interpersonal conflict situation which is caused by **poor communication** and **task interdependence** in your company. **(4 marks)**
- b) Name the **conflict management style(s)** (you can use more than one conflict management style) that that you will use to resolve the conflict described in (a). **Motivate your choice** in relation to how it can aid in converting the dysfunctional conflict described in (a) into a functional conflict. **(3 marks)**
- c) Write a **3 person dialogue** where you take the role to resolve the conflict between your sub-ordinates. You will need to show you will **resolve the conflict scenario you described in (a) and convert it into a functional conflict** using the conflict management style(s) discussed in (b). You will have to demonstrate **effective communication skills, active listening and problem solving skills** in the dialogue. **(9 marks)**

Question 6

[14 Marks]

The collective bargaining unit has been tasked to negotiate transport allowance with the Management.

- a) Explain clearly the **mandate** you are using for the negotiation on **both groups**. **(2 marks)**
- b) Explain the **Best Alternative to a Negotiated Agreement (BATNA)** for **each group** and **explain the criteria** you used to arrive at each BATNA. **(3 marks)**
- c) What is the **Zone of Potential Agreement (ZOPA)** for the two groups? **(1 mark)**
- d) There are 3 shop stewards and 3 Management staff members (**assign names & titles to the people**) at the negotiation table. Write a dialogue clearly showing the use of the **4 points of principled negotiation** to reach an agreement on the salary increment. Make sure the dialogue includes the mandate mentioned in (a) and agreement falls within the ZOPA mentioned in (c). **(8 marks)**

Question 7

[10 Marks]

It has been brought to your attention as a Manager that one of your employees has missed an important deadline and has caused the company to lose out on a major tender. Upon investigation, it has been shown that this person has a written warning on his file for missing a deadline. The warning was filed a month ago.

Create a two-person dialogue between you as the manager and the employee to apply **progressive discipline**.

Question 8

[10 Marks]

You supervisor was absent on the day you applied for one week leave. The acting supervisor gave you verbal confirmation that your leave was approved and will ask the supervisor to sign when he is back from his leave. On the third day of your leave, supervisor contacts you and asks why you have not shown up for work. You explain to your supervisor that the acting supervisor gave you permission and all was in order. You receive a notice of termination from your employer citing absence from work without approval as the reason. You raise the issue with your employer but he states that you did not follow the correct procedures and the acting supervisor is not allowed to approve leave. You have lodged your complaint with the Labour Commissioner. The Labour Commissioner has assigned the matter to be resolved through conciliation.

Using a 3 person dialogue (you as manager, employee and conciliator), explain how **conciliation was used to resolve the dispute** mentioned in the scenario.

[End of Paper]

TOTAL MARKS:100