



**NAMIBIA 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: JUNE 2022	PAPER: PAPER 1
DURATION: 3 HOURS	MARKS: 100

FIRST 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 4 PAGES (Including this front page)

Question 1**[18 Marks]**

- a) Explain the difference between the four types of conflict through the use of examples. **(8 marks)**
- b) Thomas Kilman Model proposed five (5) different conflict management styles. These 5 styles are not considered suitable for every type of conflict. Through the use of examples, explain which conflict management style would be suitable for which conflict situation. **(10 marks)**

Question 2**[10 marks]**

- a) Emotional intelligence and communication skills are considered to be some of the important attributes of a manager when dealing with conflict situations. Through the use of examples, explain how these two attributes contribute to effective conflict resolution. **(4 marks)**
- b) Using examples explain two actions a manager can take which will escalate (worsen) a conflict situation. **(4 marks)**
- c) Provide one example of how a dysfunctional conflict situation can be changed to a functional one. **(2 marks)**

Question 3**[10 marks]**

- a) Explain the role of the trade union with an example. **(2 marks)**
- b) Using examples, explain the 4 points of principled negotiation technique. **(8 marks)**

Question 4**[12 marks]**

- a) Explain with the use of examples three (3) strategies Management can use to proactively create a harmonious working relationship with the trade union. **(6 marks)**
- b) Explain with the use of examples three (3) actions Management can take that will create an adversarial relationship with the trade union. **(6 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 **scarce resources** 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 a salary increment 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 newly appointed employees has been coming to the office late and leaving early. The employee is also falling behind with work. You have called the employee to your office to address the issue. You have decided to apply the positive discipline approach in this case.

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

Question 8**[10 Marks]**

Your contract states that you have to give 3 months notice before you terminate your contract. Due to your circumstance, you request to be allowed to give one month notice without penalty and your employer has refused to agree to your terms. Your employer wants you to complete the notice period or for you to pay the penalty. The matter is now 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**