



**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 2023	PAPER: PAPER 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR L KLOPPERS
MODERATOR:	MS A DU PREEZ

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

[2x5=10 Marks]

Define the following terms:

- a) Conflict
- b) Conflict management style
- c) Recognition agreement
- d) Shop steward
- e) Alternative Dispute Resolution (ADR)

Question 2

[4x5=20 marks]

Explain the difference between the following terms using examples:

- a) Interpersonal and intrapersonal conflicts
- b) Intragroup and intergroup conflicts
- c) Functional and dysfunctional conflicts
- d) Positive and progressive discipline
- e) Conciliation and arbitration

Question 3

[10 marks]

List the steps of the following processes:

- a) Shop stewards when negotiating with Management (6 marks)
- b) Ensuring successful discipline culture in an organisation (4 marks)

Question 4

[10 marks]

- a) Name the five (5) conflict management styles according to the Thomas Killman Model. (5 marks)
- b) Rate the five (5) conflict management styles correctly on the scale of assertiveness and relationships. (5 marks)

Question 5

[20 Marks]

Read the following scenario and answer the questions that follow:

Calvin received an order for a job and passed it on to Matthew. The client comes to receive the order placed and realises that the order is incorrect. The client complains and demands to see the manager. Matthew confronts Calvin regarding the order. Calvin tells Matthew that his computer was not working so he had hand written the order and Matthew misread the handwriting. Calvin argues that it is not his fault because if something was not clear, he should have asked him and as such cannot be held responsible for the error. Matthew feels that Calvin should have made sure the order was typed and Calvin maintains that there is no such rule that orders should be typed. The manager has received the complaint from the client and asks to see both Matthew and Calvin in his office.

- a) What are the two causes of conflict in this scenario? **(2 marks)**
- b) What would be the appropriate conflict management style(s) to address the conflict situation and convert it into a functional conflict? **(2 marks)**
- c) What would be the incorrect conflict management style (s) to address the conflict situation? **(2 marks)**
- (d) Name two actions the manager can take in this situation which would worsen this conflict situation. **(2 marks)**
- d) Name two attributes a conflict manager should have to resolve this situation. **(2 marks)**
- e) Write a **3 person dialogue** where you take the role as Manager to resolve the conflict between Matthew and Calvin. You will need to show how you will **resolve the conflict scenario and convert it into a functional conflict** using the conflict management style(s) mentioned in (b). You will have to demonstrate **effective communication skills, active listening and problem solving skills** in the dialogue. **(10 marks)**

Question 6

[10 Marks]

Read the following scenario and answer the question that follows:

Jason recently joined Agricultural Ltd and has received in-house training on the software they use to record and track inventory. Recently he made a mistake which resulted in a loss of N\$25,000 for the company.

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

Question 7**[10 Marks]****Read the following scenario and answer the questions that follow:**

The trade union and Management at Destiny Ltd are about to start negotiation for a salary increase for the employees. The mandate of the employees is 10% with a Best Alternative to a Negotiated Agreement (BATNA) of 7% whereas the mandate for Management is 5% with a BATNA of 8%.

- a) What is the **Zone of Potential Agreement (ZOPA)** for the two groups? **(2 marks)**
- b) 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 the scenario and the agreement falls within the ZOPA mentioned in (a). **(8 marks)**

Question 8**[10 Marks]****Read the following scenario and answer the question that follows:**

David applied for leave to attend the wedding of his brother. He completed the forms and submitted them to the HR. He followed up the day with HR before he had to leave for the wedding and was informed that his leave was approved. On his way to the wedding, he was called by his manager who said that he has to come back because he did not complete the task as pre-arranged and he will recall the leave approval. David said that his leave was approved and he is on his way to the wedding, however he is willing to come a day earlier than his approved leave to attend to the task. The manager was unhappy with David and issued disciplinary action for misconduct.

The matter is now with the Labour Commissioner. The Labour Commissioner has assigned the matter to be resolved through conciliation.

Create a 3 person dialogue between the manager, employee and you as a conciliator to resolve the dispute using conciliation.

[End of Paper]**TOTAL MARKS:100**