



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 2023	PAPER: PAPER 2
DURATION: 3 HOURS	MARKS: 100

SECOND 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) Collective bargaining
- b) Zone of Proximal Agreement (ZOPA)
- c) Arbitration
- d) Trade Union
- e) Best Alternative To Negotiated Agreement (BATNA)

Question 2**[20 Marks]**

The Thomas Kilman Model proposes five (5) conflict management styles which are neither right or wrong but suitable for different situations.

- a) List the five (5) different conflict management styles. **(5 marks)**
- b) Use examples to match the conflict management style with a situation for which it is suitable. **(3x5=15 marks)**

Question 3**[20 marks]****List the following:**

- a) Three (3) characteristics of functional conflict. **(3 marks)**
- a) Four (4) types of information found in the HR code. **(4 marks)**
- b) Three areas (3) trade unions can negotiate on. **(3 marks)**
- c) Four (4) strategies Management can implement to ensure a good working relationship with the Trade Union. **(4 marks)**
- d) Six (6) strategies to transform dysfunctional conflicts to functional ones. **(6 marks)**

Question 4**[10 Marks]****Read the following scenario and answer the question that follows:**

Mary has worked Electrical Co has already had a written warning for coming late to work. This week, she missed an important meeting with a potential client which has cost the company a major contract. You have been asked to address the misconduct.

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

Question 5

[20 Marks]

Read the following scenario and answer the questions that follow:

Joseph and Ishmael have a job to perform for two different clients but there is only one machine. Joseph and Ishmael had an agreement that Joseph will use the machine for one hour and then give it to Ishmael. However, after an hour, Joseph realised that he made a mistake and had to re-do the task. When Ishmael came, he refused to give the machine and told him to come after an hour. Ishmael was upset and said it was his turn and Joseph's mistake was not his problem. Ishmael's client arrives to pick up his order and is upset to find out that his order is not ready. He reports the matter to the manager.

- a) What is the cause of conflict in this scenario? **(1 mark)**
- 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 three actions the manager should take to resolve this conflict situation. **(3 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:

Janice has been accepted to a University overseas and wants her employer to cover the tuition fees and release her for a year. Her manager refuses her request and asks her to enrol for a similar programme at a local university.

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.

Question 7

[10 Marks]

Read the following scenario and answer the questions that follow:

The trade union and Management at Eletronics Company are about to start negotiation for a salary increase for the employees. The mandate of the employees is 12% with a Best Alternative to a Negotiated Agreement (BATNA) of 9% 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 (a) and agreement falls within the ZOPA mentioned in (c). **(8 marks)**

[End of Paper]

TOTAL MARKS:100