

Learning Assessment Guide

Unit Standard 8498 – Version 4

Demonstrate and apply principles for managing conflict in workplaces

Level 5 – 6 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

Before you begin...

- As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).
- Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.
- Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

The tasks in this assessment are designed to show your assessor that you can:

- Demonstrate knowledge of conflict in the workplace.
- Monitor conflict situations in the workplace.
- Develop and apply strategies to address conflict situations in the workplace.

This Learning Assessment Guide is made up of:

- Tasks for you to complete.
- Manager or Team Leader Verification form.
- Assessment Guide that the assessor will use to assess your competence.

Special notes relating to this unit standard:

1. You may wish to consider the following legislation:
 - Employment Relations Act 2000
 - Health and Safety in Employment Act 1992
 - Human Rights Act 1993
 - Privacy Act 1993
 - Any other relevant legislation
2. *Organisation* means a specific business entity such as a business unit or your entire state sector organisation, or other special-purpose body.
Conflict is a perceived difference between two or more people or groups of people that results in disagreement or opposition. Circumstances that may lead to conflict include differing opinions, personality clashes, sexism or racism, unrealistic expectations etc.

Assessment Task One – Elements 1, 2 and 3

Introduction

This assessment task is designed to assess your ability to:

- Demonstrate knowledge of conflict in the workplace.
- Monitor conflict situations in the workplace.
- Develop and apply strategies to address conflict situations in the workplace.

Instructions

Answer the written questions for parts one, two and three.

Questions may be answered orally or in writing. Contact your assessor if you wish to complete this assessment orally.

If you are answering the questions in writing, please use separate sheets of paper for this. Make sure your name is clearly marked on each sheet.

Your assessor may question you further to clarify your understanding.

Part One Questions

- 1 Describe two theories common to contemporary models of conflict theory. Theories to consider include:
 - Realistic group theory
 - Five-stage model
 - Psychodynamic theory
 - Social identity theory
 - Equity theory
 - Relative deprivation theory
 - System justification theory
 - Social dominance theory
 - Cultural theory
- 2 Identify and explain three possible causes of conflict between individuals drawn from an actual or typical work situations.
- 3 Identify and explain three possible causes of conflict between groups drawn from an actual or typical work situation.
- 4 Conflict can be constructive or destructive. For each, describe its consequences for an organisation.

Part Two Questions

- 1 How do you go about monitoring your working environment for actual or potential conflict? Give two examples.
- 2 What early warning signals or circumstances of potential conflict can occur in your workplace? Provide examples of this from within teams and between individuals.
- 3 What legislation or organisational rules may you need to consider when monitoring conflict?

Part Three Questions

- 1 Identify two different conflict situations that you have monitored in your workplace and describe the strategies that you implemented.

Your answer should include consideration of all of the following **for each situation**:

- a. How the strategies you used were appropriate to the situations and their underlying causes.

- b. The procedures you have implemented to help individuals and/or groups resolve problems that indirectly or directly affected their work performance were implemented, documented and reviewed for effectiveness. Documentation would include any data relating to instances of conflict, their reasons and solutions.
- c. How the actions that you took to address the situations assisted in promoting effective working relationships. Consider the timeliness of the actions and the techniques that you used.

Assessment Task Two – Elements 1, 2 and 3

Introduction

This assessment task is designed to assess your ability to:

- Demonstrate knowledge of conflict in the workplace.
- Monitor conflict situations in the workplace.
- Develop and apply strategies to address conflict situations in the workplace.

Instructions

This task requires you to obtain manager verification of your actions that you described in Task One. That is

- you diagnosed and monitored actual or potential conflict situations and
- you developed and applied action strategies to resolve conflicts.

Ask your manager or Team leader to complete the attached Manager Verification Form.

You will need to provide your Manager with your responses to Task One, Parts Two and Three, so that they know what is being verified.

Manager or Team Leader Verification Form

Name of Learner:		
Name of Verifier:		Phone:
Relationship to Learner:		

_____ is currently being assessed toward Unit Standard 8498 Demonstrate and apply knowledge of managing conflict in the workplace.

The learner will provide you with a copy of their responses to the questions asked in Part 2 and 3 of the first task.

Your signature below confirms that the responses are the learner's own work, the situations and actions taken by the learner are accurate, and that they were within the requirements of your organisation.

Comments

The assessor may contact you to discuss the learner's performance.

Signed: _____

Date: _____

Thank you for your assistance.

Assessment Guide

This is the assessment guide your assessor will use to assess your competence in unit standard 8498.

Element	Task	Evidence required	Judgement
Demonstrate knowledge of conflict in the workplace.	One and Two	<p>The learner provides answers to questions in Part One.</p> <p>Questions may be answered orally or in writing.</p> <p>Learners answering written questions may be required to answer further oral questions based on their written answers, to ensure understanding and sufficiency of evidence.</p> <p>Manager Verification Form completed.</p>	<p>Learner describes two current psychological and managerial theories of conflict.</p> <p>Learner explains the consequences of both constructive and destructive conflict in the workplace.</p> <p>Learner identifies three causes of individual conflict and three causes of inter-group conflict.</p> <p>Model answers provided as a guide.</p>
Monitor conflict situations in the workplace.	One and Two.	<p>The learner provides answers to the questions in Part 2.</p> <p>Questions may be answered orally or in writing.</p> <p>The learner answers oral questions from the assessor based on the learner's written answers to ensure understanding and sufficiency of evidence, if required.</p> <p>Manager Verification Form completed</p>	<p>Learner provides evidence of monitoring the workplace environment for early warning of actual or potential conflict.</p> <p>The monitoring performed by the learner identifies the nature and likely causes of conflict situation and applicable legislation and organisational policies.</p>

Element	Task	Evidence required	Judgement
<p>Develop and apply strategies to address conflict situations in the workplace.</p>	<p>One and Two</p>	<p>The learner provides answers to the questions for Part Three.</p> <p>Questions may be answered orally or in writing.</p> <p>The learner answers oral questions from the assessor based on the learner's written answers to ensure understanding and sufficiency of evidence, if required.</p> <p>Manager Verification Form completed</p>	<p>Learner correctly determines the appropriate action to a conflict situation in accordance with organisational procedures.</p> <p>Learner's strategy focuses on resolving the conflict appropriately.</p> <p>Learner implements procedures for others to raise, discuss and resolve problems that effect their work performance. These procedures are documented and reviewed for effectiveness.</p> <p>Learner takes actions to address conflict situations on time and uses appropriate techniques.</p>