

**SITXCOM005** Manage conflict

Assessment

**Instructions to Students:**

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| **Student name:** |  |

**Unit description**

This unit describes the performance outcomes, skills and knowledge required to resolve complex or escalated complaints and disputes with internal and external customers and colleagues. It requires the ability to use effective conflict resolution techniques and communication skills to manage conflict and develop solutions. It does not cover formal negotiation, counselling or mediation.

The unit applies to all tourism, travel, hospitality and event sectors.

**TASK a – Short answer**

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| Instructions: * You are to answer all questions.
* Read each question carefully.
* Ensure you have provided all required information.
 |

**SECTION 1: IDENTIFY CONFLICT SITUATIONS**

Q1: List three (3) common conflict situations with customers. If possible, relate the answer to your workplace or industry sector.

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| --- |
| 1. Poor Service Standards
 |
| 1. The Customer’s Expectations are not meet
 |
| 1. Lack of Professionalism
 |

Satisfactory [x]  Unsatisfactory [ ]

Q2: Give an example for each of the stags of conflict.

|  |  |
| --- | --- |
| Discomfort | Perhaps nothing is yet said. Things don’t feel right. It may be difficult to identify what the problem is. You feel uncomfortable about a situation and may not be quite sure why. |
| Incident | The incident stage is the event or situation that has the potential to trigger conflict. Some conflict situations may skip the first stage and start with an incident. |
| Misunderstanding | Misunderstanding can occur through poor communication, unclear expectations and differences in personal beliefs and values. |
| Tension | At this stage, feelings of anxiety are common, and you have come to expect the worst from the other person. Relationships become weighed down by negative attitudes and fixed opinions. The relationship has become a source of constant worry and concern for you. |
| Crisis | This is where tensions explode and it’s unpleasant for everyone involved. At this stage emotions are so high, that usually rational thought is lost. Therefore, it is always best to prevent conflict escalating to crisis level, as long-term negative impacts can be huge. It could result in violence, verbal abuse, or walking out on a job |

Satisfactory [x]  Unsatisfactory [ ]

Q3: Why is it important to identify and act swiftly to signs of potential conflict?

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| --- |
| The earlier a conflict situation is identified, the sooner you can put in place a resolution strategy and prevent the situation worsening. This will minimise damage to your establishment’s reputation, protect staff, and ensure your customers keep coming back. |

Satisfactory [x]  Unsatisfactory [ ]

Q4: A co-worker seems to be avoiding you, and you can’t think of what it is you have done wrong. What conflict stage is this?

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| --- |
| The conflict stage in this situation is known as discomfort. |

Satisfactory [x]  Unsatisfactory [ ]

Q5: Briefly describe three (3) conflict situations that might threaten the safety of customers or colleagues.

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| --- |
| 1. When customers enter the premises armed with weapons or guns.
 |
| 1. In situations where someone has been or may be injured
 |
| 1. In situations where customers refuse to leave or be pacified.
 |

Satisfactory [x]  Unsatisfactory [ ]

Q6: List five (5) non-verbal and vocal cues that indicate potential conflict.

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| --- |
| 1. Body Language and Posture
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| 1. Facial Expressions
 |
| 1. Eye Contact
 |
| 1. Hand Gesture
 |
| 1. Style of voice
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Satisfactory [x]  Unsatisfactory [ ]

Q7: Give three (3) examples of resources you could use to help you resolve conflict.

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| --- |
| 1. Senior staff: -Utilise senior staff in situations where there is a conflict between colleagues, or when the customer asks to speak to a higher authority. Seek advice from senior staff any time you feel unsure about how to handle a conflict situation.
 |
| 1. Internal security or police: -Call upon the assistance of security personnel in the first instance when responding to dangerous situations, dealing with intoxicated or drug affected customers, or an assault. The police should also be contacted, especially when laws are broken and people’s safety is at risk.
 |
| 1. Other staff members: -Some of your colleagues may have more experience responding to conflict situations than you. Utilise their experience and seek their assistance when dealing with a difficult or aggressive customer.
 |

Satisfactory [x]  Unsatisfactory [ ]

**SECTION 2: Resolve Conflict**

Q8: What are two (2) communication characteristics of the assertive approach to conflict?

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| --- |
| 1. Speak calmly as well as clearly
 |
| 1. Listen without interrupting
 |

Satisfactory [x]  Unsatisfactory [ ]

Q9: List the five (5) conflict resolution strategies.

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| --- |
| 1. Competing
 |
| 1. Accommodating
 |
| 1. Avoiding
 |
| 1. Compromising
 |
| 1. Collaborating
 |

Satisfactory [x]  Unsatisfactory [ ]

Q10: What can you do in a conflict situation to ensure all parties agree on the nature and details of the conflict?

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| --- |
| As open questions to both parties, ask supervisor, manager if need help to get information conflict to resolve |

Satisfactory [x]  Unsatisfactory [ ]

Q11: Imagine a situation involving conflict between team members about differences in opinions on how to complete a work project. Explain what conflict resolution strategy you would suggest they use and why.

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| In this situation, I would suggest collaborating because they both have the same aim of completing a work project. This would assist in better as well as faster accomplishment of the project.  |

Satisfactory [x]  Unsatisfactory [ ]

Q12: Why is it important to take personal responsibility for ensuring conflict is resolved?

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| It is essential to take personal responsibility to ensure conflict remains resolved since being a supervisor I have the responsibility of taking the charge of the all situation in the organization. It is true that without taking personal responsibility the conflict may escalate and the situation may get worse. If the entire staff knows that there is an individual who is watching over as well as following up everything that they are doing then they would be careful with their actions. |

Satisfactory [x]  Unsatisfactory [ ]

 Q13: It is important to deal with conflict courteously and discreetly, while minimising the impact on others. How could you do this?

|  |
| --- |
| 1 By communicating in a polite way with individuals involved in the conflict2 By being unbiased more so while handling conflict3 By apologizing to the customers4 Handling violence in a way that does not affect other employees working in that place  |

Satisfactory [ ]  Unsatisfactory [ ]

Q14: What is ‘effective communication’?

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| --- |
| Effective communication is the exchange of information, thoughts, opinions, ideas and feelings between two or more people resulting in their mutual understanding. Communication involves any behaviour, verbal or non-verbal, that sends a message to someone. We could say communication has taken place when a message is sent to or received by another person. Ultimately, effective communication only takes place when the message s received and understood in the way the sender intended. |

Satisfactory [x]  Unsatisfactory [ ]

Q15: List four (4) steps or strategies that can help you communicate effectively with colleagues and customers as you manage conflict in the workplace.

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| --- |
| 1. Active Listening
 |
| 1. Ask Questions
 |
| 1. Be assertive and show empathy
 |
| 1. Recognize and use appropriate communication
 |

Satisfactory [x]  Unsatisfactory [ ]

Q16: There are six (6) steps to effectively resolve conflict. What are they?

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| --- |
| 1. Step 1: Take responsibility
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| 1. Step 2: Use an appropriate conflict management strategy
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| 1. Step 3: Agree on the nature of the conflict
 |
| 1. Step 4: Discuss and evaluate options
 |
| 1. Step 5: Agree and apply
 |
| 1. Step 6 : Follow-up
 |

Satisfactory [x]  Unsatisfactory [ ]

Q17: What could be the outcome for a business should a serious conflict situation be ignored or badly handled?

|  |
| --- |
| * **You – the individual**

· Stress· Anxiety· Difficulty concentrating· Eating and sleeping problems· Relationship problems· More likely to make mistakes* **The team and the organisation**

· Poor communication· Higher levels of accidents and incidents· High staff turnover· Poor reputation· Loss of business* **The customer**

· Dissatisfaction with products and services· Higher level of complaints  |

Satisfactory [x]  Unsatisfactory [ ]

Q18: Conflict resolutions need to fit within the policies and constraints of your organisation. Give three (3) examples of policies or constraints. Relate to your workplace or training environment, if possible.

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| --- |
| 1. Refund and exchange policies
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| 1. Cancellation procedures
 |
| 1. Customer complaint handling procedures
 |
| 1. Standard solutions for common complaints.
 |

Satisfactory [x]  Unsatisfactory [ ]

Q19: List two (2) examples of records or forms you may need to complete after a conflict situation is dealt with.

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| --- |
| 1. Incident reports following situations when a customer or employee is injured or property has been damaged.
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| 1. Internal personnel or human resource records following counselling of an employee or mediation between colleagues.
 |

Satisfactory [x]  Unsatisfactory [ ]

**SECTION 3: Evaluate Conflict resolution**

Q20: What are two (2) benefits of evaluating and reflecting on conflict situations and the effectiveness of solutions applied?

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| --- |
| 1. Evaluating the cause, management and resolution of a conflict situation can give you an opportunity to learn from it.
 |
| 1. You can improve current business practices such as organisational procedures, standards and policies.
 |

Satisfactory [x]  Unsatisfactory [ ]

Q21: What written data might you gather and use to help evaluate conflict situations? List four (4) options.

|  |
| --- |
| 1. Customer satisfaction evaluations
 |
| 1. Data from on-line sites such as your web page, customer review sites, blogs and wikis.
 |
| 1. Incident or incident reports
 |
| 1. Other internal reports and forms that may have been used in a grievance procedure
 |

Satisfactory [x]  Unsatisfactory [ ]

Q22: Give an example of how you might use the skills of a team to help evaluate conflict.

|  |
| --- |
| By creating shift briefings, both post and pre shift department team. |

Satisfactory [x]  Unsatisfactory [ ]

Q23: Briefly describe how you would follow up with a customer to ensure they are happy with the outcome of a conflict resolution?

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| --- |
| You can call customer after resolving the issue and ask them are you satisfied and happy with the resolution which was provided to you and take their feedback to improve the situation. |

Satisfactory [x]  Unsatisfactory [ ]

Q24: Your workplace rosters are a constant source of conflict between staff and management. Staff requests are not incorporated into rosters, inconsistent numbers and types of shifts and days off are allocated and casual staff are regularly told not to attend a shift less than 24 hours prior to commencement due to overstaffing. What could you do to improve the situation?

|  |
| --- |
| You should make a contract hour for every employee and take their consent and approval and ask them to sign that they are available for those days which contract hours are giving to them to work in a week. once all permanent staff sign it means they all know before starting a week what days they must go for work, so by doing this you can resolve conflict issue among staff regarding roster issue.If any of staff member does not follow the contract hours which they sign off give them three times warning and last warning should be formal and in writing and last stage, you can terminate staff if still they are not following their duties.In case of emergency staff can take day off but need to inform prior shift at least few hours before so that manager can arrange some other casual staff member to work for that shift by doing this you can easily manage roster and work in a professional way. |

Satisfactory [x]  Unsatisfactory [ ]

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| **TASK b – project** |

**Learner assessment guide and evidence**

* This assessment requires you to use appropriate conflict-resolution techniques and communication skills to resolve customer and team issues.
* Create a customer profile.
* Use this profile to provide tailored products and services

**You are required to do the following:**

* Complete Scenarios 1, 2 and role-plays.
* Read each scenario and complete the tasks.
* Answer the questions.

**Scenario 1:**

* Choose a scenario relevant to your training or work environment.
* Answer the questions based on the general information and your selected option.

**General Information**

You are the supervisor of a team and are responsible for the smooth operation of your work area during your shift. You have the authority to resolve most types of customer complaints except those that have serious potential legal or public relations implications to the business. These must be referred to your manager as soon as these issues arise. You can offer compensation in the form of refunds, complimentary items, additional services, add-ons or upgrades to the value of $1,000.

**Option 1: Hotel bistro**

Your area of responsibility is a large hotel bistro. It’s Friday night and you are in the middle of peak service period. You are short one cook and the kitchen hand as they both called in sick just prior to the start of their shifts. The average wait for a meal is normally 15 to 20 minutes. Today it’s 45 minutes.

You can see customers are becoming increasingly upset. You have tried to explain the situation to as many as possible but as the wait time increases, they are becoming more agitated and irate. Customers from two different tables approach you to complain about the long wait and poor service. Both tables are family groups of six or more guests, some of which are children under 12. The average spend per person on food is $30 and $15 on beverages.

**Option 2: Conference registration**

It’s registration day for a national conference being held at a conference and events centre. You normally have two staff providing information to arriving participants and four on the registration desk. Today, you only have two staff to register over 1,000 participants as two have called in sick. Wait time in the registration queue is currently 20 minutes; it is normally five.

A number of participants approach you to complain. Two are staff from conference exhibitors who are concerned they are losing potential business as their display stands are unstaffed while they are waiting in the registration queue. The other complainants are regular conference participants. Conference registration fees are $1,225 for the two days. Exhibitor fees are $3,200 for a booth plus two staff members. Additional staff are $245 per person.

**Option 3: Bus tour**

A group 45 tourists are waiting for their tour bus to arrive to take them on a day trip. It was due to arrive at 8 am. It is now 8.45 am. You have tried to contact the bus driver multiple times but their mobile phone consistently diverts to voicemail. You have left messages but have not received a response. Your reception team are currently trying to locate another bus and driver so the tour group can still complete most of the tour. It’s a busy day with multiple tours departing throughout the day so there are limited alternatives available.

The day trip is comprised of 16 direct bookings and an Asian tour group with their tour leader. The tour company is a long-term client who books several groups a week with your company.

Two direct-booking customers and the tour leader approach you to complain about the delay and demand to know what is going to happen. The tour cost is $109 for the day, meals inclusive.

**Question and answer.**

Answer the questions.

Q1: Indicate your chosen scenario

[x]  Option 1: Hotel bistro

[ ]  Option 2: Conference registration

[ ]  Option 3: Bus tour

Q2: What is the current level of conflict? Briefly explain why you believe it is at this level.

|  |
| --- |
| Crisis The customer upset and agitated and irate, finally approach me to complain. |

Satisfactory [x]  Unsatisfactory [ ]

Q3: Does this situation have the potential to escalate, threatening the safety of other customers or team members? Why/why not?

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| --- |
| Yes, it does.Because, customers looks irate and complain about this situation to me. These customers have some potential to escalate their tension for violence and verbal abuse and so on. |

Satisfactory [x]  Unsatisfactory [ ]

Q4: What actions do you need to take immediately?

|  |
| --- |
| Take approach to these customers and apologize. Take listen the customer’s needs. |

Satisfactory [x]  Unsatisfactory [ ]

Q5: What style of communication do you use when taking these actions? Why is this method effective?

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| --- |
| The style of communication that I will use when taking the action is known as assertive style of communication. I will use this technique because it show respect toward the feelings of the customers. |

Satisfactory [x]  Unsatisfactory [ ]

Q6: What conflict resolution technique do you use when trying to resolve the dispute? Explain why.

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| --- |
| In this scenario, the type of conflict resolution technique that shall resolve the dispute is accommodating resolution technique. This technique is more suitable in this situation because it shall help in ensuring that there is cooperation between the customers and me. It will also help in minimizing losses. |

Satisfactory [x]  Unsatisfactory [ ]

Q7: What conflict resolution technique is not effective when trying to create a long-term solution to the dispute? Explain why.

|  |
| --- |
| CompetingThis strategy is only appropriate when a quick decision or action is needed. But this is not suit for this situation. Plus, it will more irritate this customer |

Satisfactory [x]  Unsatisfactory [ ]

Q8: You have tried to apologise and calmly explain the reason for the service issues to the customers but they are not willing to listen. They become more irate and loudly demand action to be taken immediately. Verbal threats of damaging the organisation’s reputation through personal and social media networks are made. Demands for compensation are also made.

 Describe the actions you take to manage this conflict situation.

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| --- |
| This means that the all situation remains getting worse. The next thing is to call the manager to assist in solving the situation. |

Satisfactory [ ]  Unsatisfactory [ ]

Q9: What are the potential short- or long-term impacts of this situation on the business?

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| --- |
| The short term impact is that it may affect confidence level of handling such situations.Long term impact is that it may affect the reputation of the institution (hotel). |

Satisfactory [x]  Unsatisfactory [ ]

Q10: Describe the strategies you use to resolve the dispute at this point in time.

* The options available.
* How you select an appropriate solution.
* The impact the selected solution could have on the individuals and/or the business.

 Your responsibilities when actioning strategies or implementing solutions.

|  |
| --- |
| * I will request as well as organize casual staff to commence preparations immediately
* prioritize the service to customers who have been waiting for a longer duration of time
* Offer discount/ rebate on bill and then apologize for the inconvenience caused.
 |

Satisfactory [x]  Unsatisfactory [ ]

Q11: What organisational policies or constraints influence how you resolve the situation?

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| --- |
| For this situation, refund and exchange policies will help to resolve |

Satisfactory [x]  Unsatisfactory [ ]

Q12: Describe how you implement the agreed solution.

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| --- |
| Following the organization’s regulations is quite easy and doing it calmly shall be the first thing in my mind. This shall allow the people around me know that I can handle the situation as well as making them feel at ease. While doing that I shall ensure that I do it the right way to prevent any harm that may arise again. |

Satisfactory [ ]  Unsatisfactory [ ]

Q13: How do you seek feedback, comments or information from the parties involved after the situation has been resolved? **Give two examples**.

|  |
| --- |
| When all the customers have finished all their food then I shall personally approach them and ask feedback.I shall contact the customers via phone calls after the real problem has been addressed to ensure that they remain happy with the solution. |

Satisfactory [x]  Unsatisfactory [ ]

Q14: Make recommendations to your manager about improvements to workplace systems, procedures or processes to ensure this situation doesn’t arise again, or so processes are in place to handle it efficiently and correctly if it does.

|  |
| --- |
| To me, the manager should hire extra staff in the organization to help on the busy days or when someone falls sick in the organization.  |

Satisfactory [x]  Unsatisfactory [ ]

**Scenario 2:**

You are supervising a team of employees preparing for an event/service. You and your colleague overhear a team member completing preparation tasks in the room next door make a rude and disparaging remark about the colleague’s work ethic.

The colleague explodes, stating they are sick of the other person making these types of comments all the time and they’ve had enough. They confront the other person about this recent comment and others that have been made in the past. The team member angrily accuses them of:

* making racist comments
* trying to ostracise them from others in the team
* consistently undermining or demeaning their work performance.

**NOTE**: It is your responsibility as team leader to deal with the immediate situation.

**Question and answer.**

Answer the questions.

Q1: What is the current level of this conflict? Briefly explain what it is.

|  |
| --- |
| Crises Because the colleges tension explode and it unpleasant for everyone involved. |

Satisfactory [x]  Unsatisfactory [ ]

Q2: Does this situation have the potential to escalate, threatening the safety of other team members? Why/why not?

|  |
| --- |
| Yes Because at this stage emotions are so high. |

 Satisfactory [x]  Unsatisfactory [ ]

Q3: What actions do you need to take immediately?

|  |
| --- |
| Take listen both of view and make them calm down first. |

Satisfactory [ ]  Unsatisfactory [ ]

Q4: What style of communication do you use when taking these actions?

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| --- |
| Assertive Show respect for other and their feeling and opinions. |

Satisfactory [x]  Unsatisfactory [ ]

 Q5: Other than what the other team member has been accused of, what other verbal and non-verbal signs tell you this conflict situation has been developing for some time?

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| --- |
| I overhead their conversation and from that I observed the way they treat each other and it is true that they are not working as a team. |

Satisfactory [ ]  Unsatisfactory [ ]

Q6: What conflict resolution technique do you use when trying to resolve the dispute? Explain why.

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| --- |
| CollaboratingThis style is useful when it is important to create trust and build mutually satisfying long term relationships. |

Satisfactory [x]  Unsatisfactory [ ]

Q7: What conflict resolution technique is not effective when trying to create a long-term solution to the dispute? Explain why.

|  |
| --- |
| CompetingThis technique solve the issue in short time and quickly. The same problem will happen easily. |

Satisfactory [x]  Unsatisfactory [ ]

Q8: You take the team members involved in the dispute to an empty office. It’s time to find out why the situation occurred.

 List at least four (4) questions you ask each person to gain an understanding of the nature, details and underlying causes of the dispute.

|  |
| --- |
| 1 What do you think is the main problem? |
| 2 Did he utter anything wrong to you? |
| 3 Is there any personal problem or workplace problem? |
| 4 Was there any problem in the past? |

Satisfactory [x]  Unsatisfactory [ ]

Q9: What resources are available to you to help you manage this situation?

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| --- |
| The other members of the staff present in the situation, asking each one of them what occurred and what each one of them observed. |

Satisfactory [ ]  Unsatisfactory [ ]

 Q10: What resources could you have called on if the situation had escalated and become verbally or physically threatening or even violent?

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| --- |
| Internal security or police. |

Satisfactory [x]  Unsatisfactory [ ]

Q11: The two team members make the following comments in response to your questioning.

 ***Team member 1***

I ask him to do stuff and he just ignores me. He walks off and does other things. But he’s always watching me and the rest of the team like he’s trying to catch us doing something wrong. And he’s so slow. We always have to do extra jobs to cover all the things he doesn’t get done in time. He’s been here long enough, he should know what to do by now.

 ***Team member 2***

I’ve been here six months now and no one has ever really shown me how to do things properly. I’ve had to work it out by watching the others when they do it. In my country, you *have* to follow the orders of anyone who holds a higher position than you do. If we didn’t do what our superiors told us, you could lose your job instantly. So, if a supervisor here tells me to do something, I do that job, not one that someone else tells me to do. I don’t want to lose my job.

What are the underlying reasons for this dispute?

|  |
| --- |
| The underlying reasons for the dispute include communication barriers, misunderstanding and less training |

Satisfactory [x]  Unsatisfactory [ ]

Q12: You are still in the office with the two employees. You need to resolve the dispute quickly.

 Describe the strategies you use to resolve the dispute at this point in time.

|  |  |
| --- | --- |
| The options available.  | The options would be either the two parties apologize to each other and then shake hand or separate both the two parties into different section to prevent further conflict from happening. |
| How you select an appropriate solution. | I will select an appropriate solution by selecting the option that will resolve the dispute in a fair and just way for both the parties |
| The impact the selected solution could have on the individuals and/or the business. | They shall clearly understand the situation and shall get calm with time and this will keep the business running smoothly |
| Your responsibilities when actioning strategies or implementing solutions. | Taking command of the all matter to enable me see what is really happening in their minds. This will also allow me to prevent any dispute that may arise in the future. |

Satisfactory [x]  Unsatisfactory [ ]

Q13: How do you overcome any social or cultural communication barriers when negotiating and implementing a solution to the dispute?

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| --- |
| I overcome any cultural or social communication barriers by not supporting any person even if he or she is from my culture. I will ensure that I think of each other’s perspective.  |

Satisfactory [ ]  Unsatisfactory [ ]

 Q14: Describe how you implement the agreed solution.

|  |
| --- |
| I ensured that both parties agreed as well as have the right solution. Follow up with the other members of the team on their progress at the workplace. Also, I advised the workers to tell me if they have got any concerns that they want to tell me. |

Satisfactory [ ]  Unsatisfactory [ ]

|  |
| --- |
| It is two weeks after the confrontation. The agreed solutions have been implemented and it’s time to evaluate their effectiveness. You speak to the team members individually to obtain feedback about progress.***Team member 1*** I guess I didn’t understand why he did those things and interpreted his actions all wrong. If that’s what things were like in his country, I can understand that he’d be afraid of losing his job. We’ve all been showing him how to do things properly. He’s getting better already. I guess he’s not so bad after all.***Team member 2***I’ve learnt how to do some new things and how to do others better or faster. And the comments have stopped, so I’m a lot happier. I think maybe everyone will start to accept me as part of the team now. |

**Answer the questions.**

Q1: What feedback, comments or information do you pass on to each of the team members after receiving these comments? **Give two examples.**

|  |
| --- |
| Give them a praise of their implement of the agreed solution.Ask them again if they still have some other uncomfortable or not. |

Satisfactory [x]  Unsatisfactory [ ]

Q2: Outline your evaluation of the dispute and the effectiveness of the resolution strategies.

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| --- |
| Both the teams have agreed to work together as a group and that is why there are no problems but still I opened a door for a more friendly, effective as well as efficient workplace. |

Satisfactory [ ]  Unsatisfactory [ ]

Q3: Based on the probable causes of this dispute, make recommendations to your manager about improvements to workplace systems, procedures or processes.

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| --- |
| First, we have to chance the training scheme. For example, buddy system or show to the trainee by other member. Second make some training program for every member about understanding and agreement about multicultural work place safety. |

Satisfactory [x]  Unsatisfactory [ ]

 **Role-Plays**

This task requires you to undertake a series of role-plays to demonstrate your ability to interact and communicate with customers and colleagues from different cultural and social groups in a non-discriminatory way. They also require you to overcome language barriers and address misunderstandings or issues.

**You are required to do the following:**

* Complete role-plays 1, 2 and 3.
* Role-plays are to be conducted in an actual or simulated workplace environment.
* All participants must be briefed on their roles and the desired outcomes of the role-play prior to commencing the activity.
* Role-plays can be recorded for further analysis and discussion with the consent of all participants.

**Role-play 1**

The following resources are required to complete the role-play.

* Any supporting product or service information as determined by the assessor.
* Service desk or furniture applicable to the relevant workplace setting.
* Copies of Consumer Law, if necessary (located in the ‘Additional Resources’ file in the LMS)

**Learner instructions**

Your company recently changed its refund policy. Previously, refunds on products or services below the value of $100 were given automatically, without questioning reasons for the return, if the product was undamaged and not used/consumed. Refunds on products or services over the value of $100 were only given if the product was faulty or other reasons as required under Australian Consumer Law (ACL).

The new policy has lowered the automatic refunds value to $50. It was implemented one month ago.

All other conditions have remained the same. All refunds over $50 have to be approved by a manager. Managers also have the authority to give refunds for situations outside of ACL legal requirements if they feel the situation justifies it.

* Read the Australian Consumer Law, if necessary.
* Use appropriate conflict-resolution techniques and communication skills to resolve the customer complaint.
* During the role-play, you are required to demonstrate the following skills and knowledge:
* Establish and agree on the nature and details of conflict with all parties and assess impact.
* Manage conflict within scope of own role and responsibilities, and according to organisational procedures.
* Take responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required.
* Identify and evaluate impact of conflict on business reputation and legal liability.
* Evaluate options to resolve the conflict, taking into account organisational policies and constraints.
* Conduct the role-play.

**Answer:**

**Introduction:**

My company has recently changed a refund a policy a month ago. Before they use to refund automatically without questioning reason for the refund for product under $100 but it’s now changed to $50. One of the consumer came to the store and bought a product costing $90 but later when she went home, she realised she don’t need it anymore. She went to retail and asked for the refund, but the employee refused and asked reason for it. They had conflict for it and manager arrived for the resolution.

**Role- Play**

Consumer: Good morning, how are you? Actually, I bought this product from this store yesterday. Later, I realized that I don’t need it anymore. So, can you please refund?

Employee: Can I check the receipt please?

Consumer: Here it is.

Employee: Sorry Linda, I can’t refund it.

Consumer: Can I ask why?

Employee: As per our policy we can only refund the product costing below $50 and it cost more than $50. We need a valid reason for it?

Consumer: But I don’t need this and I haven’t used it.

Employee: Sorry I can’t do anything regarding this. It is our policy. I can’t go against this.

Consumer: Can I talk to the manager please?

Employee: Wait for a while, I will contact her.

Manager: Hello mam how can I help you?

Consumer: I don’t need this product. I haven’t used it. Can you please refund it?

Manager: Sorry mam as per our company policy we can’t refund. But what we can do is exchange the product with other product that you want.

Consumer: It’s fine with me.

Manager: Thank you. We are pleased to serve you. Enjoy your shopping.

Consumer: Thank you

**Conclusion**:

As per ACL consumer if the product is acceptable quality, the retailer or manufacture must provide feedback. The manager keeping this on mind negotiated with consumer providing exchange offer with the product she bought with other product.

**Role-play 2**

An employee is very upset when they see their roster for the next month. They had requested two days off to go to a family event and their request wasn’t met. They complain loudly to their colleagues and you overhear them say they are going to resign. They also threaten to take their case to the Fair Work ombudsman, stating they believe they are being discriminated against.

You are their team leader and it’s your responsibility to resolve this issue.

You did not develop the roster (the manager did) and were unaware they had asked for specific days off. You know the five-day period their requested days fall into is expected to be very busy. Most staff have been allocated days off before or after the busy period. Only two have been given one day during that time, one on the first day of the five-day period, and the other on the last day. The staff member requested the last two days of the busy period off; they were allocated two days after the busy period is over.

**Learner instructions**

* Use appropriate conflict-resolution techniques and communication skills to resolve the team dispute.
* During this role-play, you are required to demonstrate the following skills and knowledge:
* Establish and agree on the nature and details of conflict with all parties and assess impact.
* Manage conflict within scope of own role and responsibilities, and according to organisational procedures.
* Take responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required.
* Identify and evaluate impact of conflict on business reputation and legal liability.
* Evaluate options to resolve the conflict, taking into account organisational policies and constraints.
* Complete the role-play

Answer:

**Introduction:**

The employee asked for two days leave but the manager didn’t know about it. He put the employee in the roaster as the day he asked for leave was in very busy day. The employee was upset and wanted to report to fair ombudsmen as discrimination. Me as team leader talked with them and resolved the problem.

**Role-play**

Employee: I had asked for two days leave a month ago?

Me: Sorry I didn’t make a roaster. Manager made it and I think he didn’t know about it?

Employee: I don’t think so. He is discriminating. I will complain to fair work ombudsmen.

Me: Don’t get angry. There must be some misunderstanding. You asked for a day off in a busy period. So, manager must be sort of employee. So, he allocated you for the day. As being a responsible employee, you should understand the situation.

Employee: I know its busy period. But I want two days off for my family.

Me: I understand your situation. What if I give you off for 4 days after peak time instead of 2 days so that you give more time with your family?

Employee: Ok. It’s all right. Can you please allow me 4 days off at the end of this month so that I can give time to my family?

Me: Sure.

Employee: Thank you.

**Conclusion**

The situation is arrived due to misunderstanding. But the situation is handled due to mutual understanding and collaborating between me and the employee.

**Role-play 3**

The following resources are required to complete the role-play.

Real or simulated bar environment.

A customer approaches you at the bar and asks for a jug of spirits and mixers. The customer arrived about an hour ago and was joined by two others shortly afterwards. Each member of the group has purchased at least one round of drinks for the group in the last hour. They are becoming very boisterous, talking loudly and appear uncoordinated in their movements and handling of money. Under liquor licensing laws and responsible service of alcohol standards, you must refuse to serve the customer: you are not allowed to sell mixed spirits by the jug and you believe they are intoxicated.

Organisational procedures suggest the following:

* Offer non-alcoholic alternatives.
* Offer food from the establishment’s menu.
* Explain to the customer why you cannot serve them.
* Offer to resume service of alcoholic beverages after a period of time, usually one hour.

Organisational policy requires the following:

* Customers who are verbally or physically abusive or threatening to customers or employees must leave the premises immediately.

The hotel has managers and security staff on duty at all times.

**Learner instructions**

* Use appropriate conflict-resolution techniques and communication skills to resolve the customer dispute.
* During this role-play, you are required to demonstrate the following skills and knowledge:
* Identify potential for conflict and take swift and tactful action to prevent escalation.
* Identify situations where personal safety of customers or colleagues may be threatened and organise appropriate assistance.
* Establish and agree on the nature and details of conflict with all parties and assess impact.
* Manage conflict within scope of own role and responsibilities, and according to organisational procedures.
* Take responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required.
* Identify and evaluate impact of conflict on business reputation and legal liability.
* Evaluate options to resolve the conflict, taking into account organisational policies and constraints.
* Complete the role-play.

**Answer:**

**Introduction:**

Customer arrived in a bar and asks for a jug of spirits and mixers in last hour. As per policy, the bar employee is not allowed to serve the jug of spirits and mixers at last hour and refused. The customers are becoming very boisterous, talking loudly and appear uncoordinated in their movements and handling of money

Role paly

Customer 1: Can I have jug of spirits please?

Me: I am sorry sir I can’t serve you at last hour and you have passed your limit? You can have other non-alcohol drinks or can choose food form established menu.

Customer 2: We don’t want other food. We just want jug of spirits.

Me: I am sorry sir it’s against our policy?

Customer 3 Uses swearing words and become aggressive, talks in a loud voice.

Me: Please don’t get aggressive otherwise I have to call security.

Customer3: I am not afraid of anyone and stats to threaten.

As per the situation, I called the security and manger to resolve the conflict.

Security: (Talks with the customer) Sir, can you please leave the premises immediately. You can’t sit here anymore as you are threatening other.

Customer: (uses abusive words and threatened security).

As per company policy, the security used his force to take them out of premises.

Conclusion:

In this situation, there was threatening situation to employee and customer. So, I must take a help form the organisation security as per the policy. It’s a situation where I had to take prevention action.

**Practical checklist**

**To be completed by the assessor.**

|  |  |
| --- | --- |
| **Learner’s name:** |  |

| Did the learner successfully demonstrate evidence of their ability to do the following? | Completed |
| --- | --- |
| Yes | No |
| **Scenario 1** |
| Used appropriate conflict-resolution techniques and communication skills to resolve the customer complaint. | [ ]  | [ ]  |
| Identified potential for conflict and took swift and tactful action to prevent escalation. | [ ]  | [ ]  |
| Identified situations where personal safety of customers or colleagues may be threatened and organised appropriate assistance. | [ ]  | [ ]  |
| Established and agreed on the nature and details of conflict with all parties and assessed impact. | [ ]  | [ ]  |
| Managed conflict within scope of own role and responsibilities, and according to organisational procedures. | [ ]  | [ ]  |
| Took responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. | [ ]  | [ ]  |
| Identified and evaluated impact of conflict on business reputation and legal liability. | [ ]  | [ ]  |
| Evaluated options to resolve the conflict, taking into account organisational policies and constraints. | [ ]  | [ ]  |
| Implemented the best solution and completed required reports. | [ ]  | [ ]  |
| Communicated with parties involved to seek and provide feedback on conflict and its resolution. | [ ]  | [ ]  |
| Determined possible causes of workplace conflict and provided input for workplace enhancement and improvements. | [ ]  | [ ]  |
| **Scenario 2** |
| Used appropriate conflict-resolution techniques and communication skills to resolve the customer complaint. | [ ]  | [ ]  |
| Identified potential for conflict and took swift and tactful action to prevent escalation. | [ ]  | [ ]  |
| Identified situations where personal safety of customers or colleagues may be threatened and organised appropriate assistance. | [ ]  | [ ]  |
| Identified and used resources to assist in managing conflict. | [ ]  | [ ]  |
| Established and agreed on the nature and details of conflict with all parties and assessed impact. | [ ]  | [ ]  |
| Managed conflict within scope of own role and responsibilities, and according to organisational procedures. | [ ]  | [ ]  |
| Took responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. | [ ]  | [ ]  |
| Identified and evaluated impact of conflict on business reputation and legal liability. | [ ]  | [ ]  |
| Evaluated options to resolve the conflict, taking into account organisational policies and constraints. | [ ]  | [ ]  |
| Implemented the best solution and completed required reports. | [ ]  | [ ]  |
| Communicated with parties involved to seek and provide feedback on conflict and its resolution. | [ ]  | [ ]  |
| Evaluated and reflected on the conflict and effectiveness of the solution. | [ ]  | [ ]  |
| Determined possible causes of workplace conflict and provided input for workplace enhancement and improvements. | [ ]  | [ ]  |
| **Role-play 1** |
| Used appropriate conflict-resolution techniques and communication skills to resolve the customer complaint. | [ ]  | [ ]  |
| Established and agreed on the nature and details of conflict with all parties and assessed impact. | [ ]  | [ ]  |
| Managed conflict within scope of own role and responsibilities, and according to organisational procedures. | [ ]  | [ ]  |
| Took responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. | [ ]  | [ ]  |
| Identified and evaluated impact of conflict on business reputation and legal liability. | [ ]  | [ ]  |
| Evaluated options to resolve the conflict, taking into account organisational policies and constraints. | [ ]  | [ ]  |
| **Role-play 2** |
| Used appropriate conflict-resolution techniques and communication skills to resolve the customer complaint. | [ ]  | [ ]  |
| Established and agreed on the nature and details of conflict with all parties and assessed impact. | [ ]  | [ ]  |
| Managed conflict within scope of own role and responsibilities, and according to organisational procedures. | [ ]  | [ ]  |
| Took responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. | [ ]  | [ ]  |
| Identified and evaluated impact of conflict on business reputation and legal liability. | [ ]  | [ ]  |
| Evaluated options to resolve the conflict, taking into account organisational policies and constraints. | [ ]  | [ ]  |
| **Role-play 3** |
| Used appropriate conflict-resolution techniques and communication skills to resolve the customer complaint. | [ ]  | [ ]  |
| Identified potential for conflict and took swift and tactful action to prevent escalation. | [ ]  | [ ]  |
| Identified situations where personal safety of customers or colleagues may be threatened and organised appropriate assistance. | [ ]  | [ ]  |
| Established and agreed on the nature and details of conflict with all parties and assessed impact. | [ ]  | [ ]  |
| Managed conflict within scope of own role and responsibilities, and according to organisational procedures. | [ ]  | [ ]  |
| Took responsibility for seeking a solution to conflict within scope of own role and responsibilities, seeking assistance where required. | [ ]  | [ ]  |
| Identified and evaluated impact of conflict on business reputation and legal liability. | [ ]  | [ ]  |

**Assessment Result:**

|  |
| --- |
| *Task A – Short answer:*  Satisfactory [ ]  Unsatisfactory [x] *Task B – Project:*  Satisfactory [ ]  Unsatisfactory [x]  |
|  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Outcome:** | **COMPETENT** | [ ]  | **NOT YET COMPETENT** | [x]  |
| Assessor’s feedback or additional comments to the learner:Hi X, Thank you for resubmitting your assessment. You need to revise the questions that have marked yellow. If you need any assistance, please contact me. Thank you.Warning: This is the 3rd (final) attempt for you to revise this assessment. As you may aware that as per college policy you will get three opportunities (including 1st attempt) to revise your assessment. As because this your 3rd attempt, you need to be very careful to answer the questions. If you fail to answer all questions correctly this time, you must need to re-enrol for this unit by paying extra fees. Thank you. Kind regard **Note: you must resubmit your assessment by Wednesday (5 Aug 2020).**  |
| ***Assessor’s signature:*** |  |
| ***Date:*** |  |