

UNIT TITLE: MANAGE AND RESOLVE CONFLICT SITUATIONS		NOMINAL HOURS: 25
UNIT NUMBER: D1.HRS.CL1.09 D1.HOT.CL1.11 D2.TCC.CL1.06		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to manage and resolve conflict situations in a range of settings within the hotel and travel industries workplace context.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Respond to complaints</p> <p>1.1 Handle <i>complaints</i> sensitively, courteously and discretely</p> <p>1.2 Take responsibility for resolving complaint/s</p> <p>1.3 Handle complaints in accordance with enterprise procedures</p> <p>Element 2: Identify and manage conflict situations</p> <p>2.1 Identify <i>potential for conflict</i> quickly and take appropriate action to prevent escalation</p> <p>2.2 Identify <i>threats to personal safety</i> of customers or colleagues quickly and organize appropriate <i>assistance</i></p> <p>Element 3: Resolve conflict situations</p> <p>3.1 Take responsibility for finding a solution to the <i>conflict situations</i> within scope of individual responsibility and job role</p> <p>3.2 Manage conflict by applying effective <i>communication skills</i> and anger management techniques</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to managing and resolving conflict situations within the labor divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Complaints</i> may relate to:</p> <ul style="list-style-type: none"> • level of service • product standards • processes • information given • charges and fees • marketing materials. 	

3.3 Use *conflict resolution skills* to manage the conflict situation and develop solutions

Potential for conflict may relate to:

- dissatisfied customers
- suppliers
- co-workers.

Threats to personal safety may include:

- violent customers
- drug and alcohol affected customers
- customers fighting amongst themselves.

Assistance may relate to:

- asking management for assistance
- seeking the help of security personnel on site
- requesting police to attend
- requesting an ambulance to attend.

Conflict situations may include:

- customer complaints
- conflicts among work colleagues
- drug or alcohol affected persons
- delayed or late customers
- refused entry
- ejection from premises
- denied requests for refunds or exchanges
- dissatisfaction with service or quality of food/beverages provided.

Communication skills may include:

- assertiveness
- listening
- non-verbal communication
- language style
- problem solving
- negotiation
- using defusing techniques.

Conflict resolution skills may relate to:

- assertiveness
- listening
- non-verbal communication
- language style
- problem solving
- negotiation
- using defusing techniques.

Assessment Guide

Assessment must confirm knowledge and skills:

- knowledge of enterprise policies and procedures in regard to managing and resolving conflict
- knowledge of enterprise policies and procedures in regard to complaints
- ability to apply basic principles of conflict resolution and respond to complaints.

Linkages To Other Units

- Work effectively with colleagues and customers
- Work in a socially diverse environment

- Lead and manage people
- Monitor workplace operations.

Critical Aspects of Assessment

Evidence of the following is essential:

- demonstrated ability to resolve conflict and respond to complaints within the context of own job role
- demonstrated ability to apply conflict resolution techniques and resolve a range of different conflict situations in contexts appropriate to the job role and workplace
- demonstrated ability to recognize typical symptoms and causes of conflict in the workplace and ways of resolving conflict situations
- knowledge of appropriate conflict/grievance resolution strategies
- demonstrated use effective interpersonal skills.

Context of Assessment

This unit may be assessed on or off the job

- assessment should include practical demonstration either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- assessment must relate to the individual's work area or area of responsibility.

Resource Implications

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- case studies
- observation of practical candidate performance
- oral and written questions

- portfolio evidence
- problem solving
- role plays
- third party reports completed by a supervisor
- project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organizing and analyzing information	2	Use positive communication to encourage different points of view.
Communicating ideas and information	2	Assess the nature of a conflict situation
Planning and organizing activities	2	Work out the most appropriate way to deal with a dispute or complaint
Working with others and in teams	2	Negotiate to solve differences with colleagues
Using Mathematical ideas and techniques	-	
Solving problems	2	Resolve customer complaints
Using technology	-	