Unit Title:	**Manage conflict within a team**
OCR unit number:	11
Level:	3
Credit value:	5
Guided learning hours:	25
Unit reference number:	K/506/1927

Unit aim and purpose

This unit aims to develop the knowledge and skills required to manage conflict within a team and introduces learners to the key principles of conflict management. Upon completion of this unit, learners will be able to reduce the potential for conflict within a team and will also be able to deal with conflict within a team.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles of conflict management	**The Learner can:** 1.1 Evaluate the suitability of different **methods of conflict management** in different situations	**Methods of conflict management** may include: • Avoiding • Competing • Collaborating • Compromising • Accommodating
	1.2 Describe the **personal skills** needed to deal with conflict between other people	**Personal skills** could include: • Withholding judgement • Empathic questioning • Active listening • Assertiveness • Objectivity
	1.3 Analyse the **potential consequences** of unresolved conflict within a team	**Potential consequences** may include: • Organisational • Financial • Team dynamics • Productivity • Personal
	1.4 Explain the role of **external arbitration** and conciliation in conflict resolution	**External arbitration** may include: • Supportive • Mediation • Investigative • judicial

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Learning Outcomes	Assessment Criteria	Additional Guidance
2 Be able to reduce the potential for conflict within a team	2.1 Communicate to team members their roles, responsibilities, objectives and expected **standards of behaviour** 2.2 Explain to team members the **constraints** under which other colleagues work 2.3 Review systems, processes, situations and structures that are likely to give rise to conflict in line with organisational procedures 2.4 Take action to minimise the potential for conflict within the limits of their own authority 2.5 Explain how team members' personalities and cultural backgrounds may give rise to conflict	**Standards of behaviour** should be relevant to the learner's place of work and organisation's procedures / policies. **Constraints** may include: • Organisational • Team • Personal
3 Be able to deal with conflict within a team	3.1 Assess the seriousness of conflict and its potential **impact** 3.2 Treat everyone involved with impartiality and sensitivity 3.3 Decide a course of action that offers optimum benefits 3.4 Explain the importance of engaging team members' support for the agreed actions 3.5 Communicate the actions to be taken to those who may be affected by it 3.6 **Adhere to organisational policies and procedures, legal and ethical requirements** when dealing with conflict within a team	**Impact** may include: • Decrease in productivity • Decrease in co-operative working • Less communication • Lack of knowledge sharing • Inability to meet deadlines • Inability to meet objectives Where possible, adherence to **organisational standards, policies and procedures** should be confirmed by a line manager or experienced colleague.

Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

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Guidance on assessment

Skills CFA Assessment Strategy Competence units (S/NVQ)

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	**Unit number**	**Title**
Management & Leadership (2012) National Occupational Standards:	CFAM&LDB8 CFAM&LDD5	• Manage conflict in teams • Manage conflict in the broader work environment

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk .