

## A/ ASSIGNMENT RECAP

- Write a **2,000 word** (+/- 10%) business report **in the role of an HR consultant** for a **medium-sized company** without conflict resolution policies.
- Provide **recommendations on managing workplace conflict**.
- The report should address 3 key questions:
  - **The role of HR, unions, and stakeholders** in conflict resolution
  - **Recommendations** for managing and resolving workplace conflict
- At least **12 scholarly references** and apply RMIT's Harvard referencing style.

### Suggested structure:

#### **Executive Summary**

- I. Introduction**
- II. The role of HR, line managers and unions**
  - A. The role of HR**
  - B. The role of line managers**
  - C. The role of Unions**
- III. Environmental issues in workplace conflict resolution**
  - A. Legal issue - loophole in arbitration terms**
  - B. Social issue - Gender role**
  - C. Cultural issue - Uncertainty Avoidance**
  - D. Economic issue - Inflation**
- IV. How conflict should be managed and resolved in the workplace?**
  - A. Integrated Conflict Management System (ICMS)**
  - B. Recommendation**
- V. Conclusion**
- VI. Reference List**

## B/ KEYWORD EXPLANATIONS

1. **Conflict resolution** - The methods and processes involved in facilitating the peaceful ending of conflict.
2. **Stakeholders** - Individuals or groups with an interest or concern in an organization's activities.
3. **Unions** - Organizations that represent the collective interests of workers.
4. **Workplace conflict** - Disagreements, differences of opinion, or hostile interactions between workplace participants.
5. **Negotiation** - A discussion among parties intended to produce an agreement mutually acceptable to all.
6. **Mediation** - An attempt to bring about a peaceful settlement between disputants through the objective intervention of a neutral party.

7. **Arbitration** - The hearing and determination of a dispute by an impartial referee agreed to by both parties.
8. **Collective bargaining** - Negotiations between an employer and a group of employees aimed at reaching an agreement regulating working conditions.
9. **Industrial action** - Organized refusal by employees to work under their current conditions, meant to force an employer into granting concessions.
10. **Picketing** - The standing or marching near an employer's workplace by striking workers, meant to persuade or coerce employees to join the strike.
11. **Lockout** - An employer's exclusion of employees from the workplace, meant to pressure them into accepting contractual changes.
12. **Injunction** - A court order requiring a party to do or refrain from doing specific acts.
13. **Unfair labor/industrial practice** - Actions by unions or employers prohibited by labor relations legislation.
14. **Due process** - Fair and proper procedures that respect all legal rights when tackling a workplace issue.
15. **Natural justice** - Making decisions untainted by bias, only based on relevant evidence, with a fair hearing.
16. **Procedural fairness** - Applying due process and natural justice when exercising authority over individuals.
17. **Substantive fairness** - Reasonable and just decisions, focused on equity rather than formal procedure.
18. **Unconscious bias** - Prejudice unwittingly affecting understanding, actions and decisions towards others.
19. **Diversity** - Accepting and respecting the characteristics that make individuals different from one another.
20. **Inclusion** - Ensuring all individuals feel valued and respected while having access to equal opportunities.
21. **Cultural awareness** - Sensitivity toward and understanding of cultural differences.
22. **Dispute systems design** - Creating an integrated conflict management system matching an organization's culture and strategic goals.
23. **Power imbalance** - A significant inequality in authority, control or influence between parties.
24. **Toxic culture** - An unhealthy, unproductive organizational culture that condones bad behavior.
25. **Conflict coaching** - Guiding individuals to constructively handle workplace disputes on their own.
26. **Ombudsperson** - An independent, impartial resource providing confidential assistance with conflict resolution.
27. **Peer review** - A form of arbitration where cases are handled by a panel of employees elected by their peers.
28. **Managerial prerogative** - Management's exclusive right to exercise control in the workplace.

- 29. **Protected industrial action** - Lawful strikes and other forms of industrial action afforded legal protection against retaliation.
- 30. **Cooling off period** - A period of time when industrial action is suspended to facilitate further negotiations.
- 31. **Secret ballot** - A private vote held by a union to determine whether to approve industrial action.
- 32. **Strike pay** - Compensation to striking workers to help cover living expenses during a strike.
- 33. **Essential services** - Public services like healthcare and policing where industrial action is restricted by law.
- 34. **Secondary boycott** - Attempting to influence one business by exerting pressure on another with ties to it.
- 35. **Pattern bargaining** - Using an existing collective agreement as a template for negotiating agreements with other employers.

## C/ DETAILED OUTLINE

### ● Executive Summary

#### ❖ Outcome: Summarizes report findings

##### ○ Introduce the Focus on Conflict Management in HR (1-2 sentences):

- *Begin by stating the main focus of the summary, which is the strategic approach to conflict management in HR.*
- **Example:** *"This executive summary focuses on the Human Resources (HR) department's efforts to develop a more strategic approach to conflict management, aligning closely with the company's overall objectives and providing essential support to managers."*

##### ○ Discuss the Role of Line Managers and Trade Unions (1-2 sentences):

- *Explain the roles of line managers and trade unions in conflict resolution.*
- **Example:** *"Line managers play a crucial role in resolving conflicts informally and promptly, while trade unions tend to support their members in legal claims, highlighting different approaches to conflict resolution within the organization."*