

# SAQA ID 59201

## NATIONAL CERTIFICATE: GENERIC MANAGEMENT CLUSTER 3

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

252043

5

6

Manage a diverse work force to add value

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

114226

5

8

Interpret and manage conflicts within the workplace

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

117853

5

8

Conduct negotiations to deal with conflict situations

LEARNER LOGBOOK



**TRAINING FORCE**  
Linking Training to Industry

*Investing in your talent!*



### Important Information

Please ensure that this logbook is kept in a safe place. It is one of the legal records of your program participation, and without this, you cannot receive credit for what you achieve

<b>This logbook belongs to:</b>	
<b>Contact telephone number:</b>	
<b>My employer:</b>	
<b>My training provider:</b>	
<b>Date received:</b>	
<b>Date returned:</b>	

### Instructions to Learner

The completion and submission of this Logbook is essential for the Learners achievement of the qualification.

The following need to be noted before using this logbook:

1. The responsibility for the completion of the logbook lies with the Learner
2. Entries in the logbook must be clear, concise and in reasonable detail and where additional evidence is required please ensure that it is attached.
3. Learners are reminded that this logbook constitutes valuable record of work experience
4. If workplace experience cannot be attained for Exit Level Outcome, then a simulated working environment can be arranged in order to assess the abilities of the Learner
5. When in doubt, contact your assessor/mentor

### Instruction to Mentor/Supervisor

Interpretation of the method used to assess learner's understanding

Key to Methods	Obs	Observation	Q	Questioning	PE	Product Evaluation
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This logbook must be completed by the **Appointed Mentor** to you as the Learner. Ensure to make an appointment with your Mentor before submitting your POE for assessment.

## INSTRUCTION TO MENTOR

As an appointed Mentor to the learner, you play an important role in the development of a learner and should ensure that you check understanding of the relevant demonstratable outcomes. Carefully read what the learner needs to demonstrate, asks questions around the topic and guide the learner on what evidence would be relevant to include in the portfolio, this evidence can include actual workplace tasks that are being performed and or where performed. Furthermore, ensure to give the learner positive, constructive feedback on workplace tasks related to the outcomes as set out below.

i.e., if a learner was part of and or experienced a conflict situation, make comments on the how the learner handled the situation, what they could've done better etc. in the evidence cell and if necessary, at the comment section below.

If the outcome requires the learner to be part of a meeting, give the learner opportunity to do so, and give the feedback on what they did correctly and what they could do to improve.

The table also indicates activities that the learner needed to complete during the process in the Portfolio of evidence and after the process, check the activity and provide guidance and or praise where applicable.

## WORKPLACE LOGBOOK

**ID 252043 - Manage a diverse workforce to add value**

<i>U. std</i>	<i>AC / SO (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/ show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>	<i>Supporting Evidence to show learner 's understanding</i>	<i>Date Completed</i>
<b>SO1: Demonstrate knowledge and understanding of diversity in the workplace</b>							
252043	1.1	Diversity is defined regarding differences within a unit, including the difference in backgrounds, culture, beliefs, values, race, age, sex, language and education.	Learner the activities you complete formatively and Summative should clearly show that you can define diversity, explore the potential sources of discrimination, thereby being able to explain the implications of diversity in external and internal relations. Lastly the exploring should show that you can identify cultural bias, stereotypes and perceptions.	Formative Topic 1 Summative 1	Mentor, check learners POE answers related to this specific outcome and ensure that it clearly shows understanding of the relative areas.		
252043	1.2	Diversity is explored as a potential source of discrimination.		Formative Topic 1 Summative 1			
252043	1.3	The implications of diversity for external and internal relationships are examined and explained with examples.		Formative Topic 1 Summative 1			
252043	1.4	Cultural biases, stereotypes and perceptions are identified together with the influence they can have in dealing with diversity.		Formative Topic 1 Summative 1			



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SO2: Demonstrate an understanding of the reality of diversity and its value in a unit.							
252043	2.1	The benefits of diversity in team members and clients are explained with examples.	Learner through the completion of the said activities, you need to show clear understanding and be able to apply the various areas as stipulated in the specific outcomes.	Formative Topic 1	Mentor interview the learner and question learner on understanding of ways to utilise diversity among team members to enhance relationships. Check Summative 4 product produced and ensure that it clearly demonstrates the learner's ability to identify, explore and communicate understanding.		
252043	2.2	Ways of utilising the diversity among team members are explored to enhancing relationships and improving the productivity of a unit.		Summative 1			
252043	2.3	Ways of meeting the diverse needs and goals of team members in a unit are explored about the goals and objectives of a unit.		Summative 1			
252043	2.4	Ways of meeting the needs of diverse clients and communities through a range of products and services are explored to identify new opportunities.		Summative 1			
SO3: Manage team members taking into account similarities and differences.							
252043	3.1	Diversity in beliefs, values, interests and attitudes are identified through interaction within a unit.	Learner in addition to the activities to complete with clear demonstration of understanding, throughout your work day, document in the	Summative 1	Mentor observe the learner daily during activities to establish how the learners manages the team and if they take similarities and differences into		
252043	3.2	Common beliefs, values, interests and attitudes that will serve a basis for leading the		Summative 1			



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		team are recognised through interaction within a unit.	reflection document observations made during any work day of the common beliefs, values, interests and attitudes during interactions with team members. Ask your mentor to provide you with written feedback in the form of an email in this regard.  i.e., if you observe in a meeting that a team member believed that they were being attacked or preserved to be correct all the time, how would you lead the team then.		consideration when doing so. Write an email to the learner giving feedback on their performance in this regard. Ensure the learner prints and places in the portfolio as evidence.		
252043	3.3	The expression of diverse viewpoints and ways of being is encouraged in a unit through management activities.		Summative 1			
252043	3.4	Sensitivity towards and understanding of diversity are demonstrated through management activities.		Summative 1			
SO4: Deal with disagreements and conflicts arising from diversity in a unit.							
252043	4.1	Incidents of conflict and disagreement are acknowledged	Besides completing the activities	Summative 1	Mentor observe the learner during any workday and		



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		and managed in a way that enhances relationships in a unit.	accurately. Document in the reflection at the end, incidents of conflict at least 2, how you managed it to enhance a relationship. Also, if any cases of unfair discrimination were experienced and how was it dealt with.		make note of how the learner acknowledges and manages it to enhance relationships, Provide the learner with feedback via email giving them room for improvement.			
252043	4.2	Cases of unfair discrimination and discriminatory practices are identified and managed at the appropriate level of authority in the entity.		Summative 1				
252043	4.3	Disagreements and conflict are used as opportunities for learning to improve the cohesion of a unit.		Summative 1				
Coach / Mentor Comment					Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
					caron elferink	P. Bhambhani		



**ID 114226 - Interpret and manage conflicts within the workplace**

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
SO1: Describe the main sources of conflict.							
114226	1.1	A list of possible sources of conflict, including perceptions and assumptions, is drawn up with examples of where they are most likely to occur.	Learner you need to ensure that the Practical and knowledge questions are done in such a way that they clearly show your understanding of possible sources of conflict, the positive and negative characteristics of conflict, organisational modes of conflict and conflict that may arise from personality types.	Formative Topic 2 Summative 2	Mentor check learners produced document and provide guidance where required with regards to relevant specific outcomes.		
114226	1.2	Positive and negative characteristics of conflict in the workplace are discussed with examples.		Formative Topic 2 Summative 2			
114226	1.3	Organisational conflict modes are explained with examples.		Formative Topic 2 Summative 2, 3			
114226	1.4	Conflict, which may arise in personality types, can be described, using transactional analysis.		Formative Topic 2 Summative 2			
SO2: Explain appropriate techniques in conflict management							
114226	2.1	The various business conflict modes are discussed with examples.	Learner you should be able to accurately explain conflict modes in business, the steps to manage conflict providing examples and the route conflicts follows toward resolution.	Formative Topic 2 Summative 2, 3	Mentor evaluate learners work produced and ensure that learner can accurately discuss business conflict modes, the steps to manage conflict and the route that conflict takes		
114226	2.2	Useful steps to be taken to manage conflict are explained with examples.		Formative Topic 2 Summative 2, 3			
114226	2.3	The route, which conflicts normally follow toward resolution can be described with examples.		Formative Topic 2 Summative 2, 3			





U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
SO3: Describe the appropriate action plan and strategies to manage conflict.							
114226	3.1	Methods available to resolve conflict regarding the Labour Relations Act are listed with examples.	Learner you need to have some knowledge of the Labour Relations Act and methods used to resolve conflict. If you accurately completed your Practical Activity Summative 4, you would've demonstrated the methods, been able to justify appropriate strategies to resolve a specific conflict situation and explain the role of the policies and procedures for preventing and resolving conflicts.	Formative Topic 2 Summative 2	Mentor observe the learner during any workday on how conflict is dealt with and how the learner can relate to the organisations policies and procedures when doing so. Check document produced from Assessment in POE and ensure it covers the related topics.		
114226	3.2	The most appropriate strategy to resolve a particular conflict is chosen with a justification for the choice of strategy		Summative 2, 3			
114226	3.3	The need to adopt action plans and adapt them to a particular conflict is demonstrated with examples.		Summative 2, 3			
114226	3.4	The role of policies and procedures in place in the organisation are explained regarding their role in preventing and resolving conflicts.		Summative 2			
SO4: Explain the attributes of an effective conflict manager.							
114226	4.1	Personal attributes of a good conflict manager can be listed with examples of how each characteristic contributes to conflict resolution.	Learner complete Summative 2 and 4 accurately to clearly demonstrate your understanding of the relevant topics.	Formative Topic 2 Summative 2	Mentor to observe learner's skills audit and <b>summarising</b> their strengths and areas for improvement.  The learner needs to identify the following:		
114226	4.2	A skills audit is done by the learner to identify the skills he/she needs to develop to be an effective conflict manager are identified.		Summative 2			

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114226	4.3	The negative attributes which should be avoided or controlled by an effective conflict manager are listed with an explanation of the negative effect each has on the resolution of conflict.		Formative Topic 2 Summative 2	<ul style="list-style-type: none"> <li>Attributes of a good conflict manager</li> <li>Negative attributes which should be avoided or controlled.</li> </ul>		
<b>Coach / Mentor Comment</b> This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.				<b>Coach /Mentor Signature</b>	<b>Learner Signature</b>	<b>Assessor Signature</b>	<b>Moderator Signature</b>
				caron elferink	P. Bhandari		



**ID 117853 - Conduct negotiations to deal with conflict situations**

<b>U. std</b>	<b>SO / AC (Reference)</b>	<b>Specific Outcomes and Assessment Criteria</b>	<b>Learner should be able to demonstrate/show understanding of the following</b>	<b>Activity to be Completed by Learner in the POE</b>	<b>Method Used to assess understanding</b>	<b>Supporting Evidence to show learner 's understanding</b>	<b>Date Completed</b>
<b>SO1: Prepare for negotiations.</b>							
117853	1.1	Administrative arrangements for negotiation processes are identified and dealt with effectively.	Learner through-out this unit you need to be able to Conduct negotiations from the Preparation Phase. In your practical you have been guided in doing this, complete all tasks as instructed ensure to be accurate to show suitable understanding.	Summative 3	Mentor you need to observe the learner during the entire process of a negotiation, ensure to check that the learner has completed all necessary areas as instructed. Provide guidance where needed, create opportunity for the learner to conduct a real workplace negotiation that should be taped, and you need to complete the observation provided further in this document.		
117853	1.2	The purpose of negotiation is explained and issues to be negotiated are identified and prioritised, using participatory processes		Formative Topic 3 Summative 3			
117853	1.3	A variety of negotiation strategies and processes are identified and explained regarding the process, application and strengths and weaknesses and an appropriate strategy are selected based on the negotiation at hand.		Formative Topic 3 Summative 3			
117853	1.4	Negotiation ranges are identified and motivated by all identified issues.		Formative Topic 3 Summative 3			
117853	1.5	Relevant stakeholders are identified and informed about issues to be negotiated according to the agreed upon time framework and through effective communication methods.		Summative 3			



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117853	1.6	Appropriate actions are taken and initiated when obtaining mandates from constituencies.		Summative 3			
117853	1.7	Relevant information about identified issues is collated and shared with all parties.		Summative 3			
117853	1.8	The negotiation process is anticipated, and appropriate tactics are identified, selected and motivated by the parties.		Summative 3			
SO2: Engage in negotiations							
117853	2.1	Behaviour and conduct during negotiations are explained and aligned with selected negotiation strategy and tactics.	Same as before	Summative 3	Same as before		
117853	2.2	Negotiations are conducted in a manner that maintains or enhances relationships and promotes outcomes that are satisfactory or advantageous regarding the purpose of the negotiation.		Summative 3			
117853	2.3	The negotiation process is facilitated using effective communication and interpersonal skills.		Summative 3			
117853	2.4	Relevant options are identified, explained and explored throughout the process.		Summative 3			



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117853	2.5	Negotiations are conducted, and appropriate action is taken and initiated to obtain an amended mandate		Summative 3			
117853	2.6	Negotiated outcomes are presented, explained and motivated to the constituency.		Summative 3			
117853	2.7	Proceedings and interim outcomes are recorded accurately for feedback purposes.		Summative 3			
SO 3: Finalise negotiations and communicate agreements.							
117853	3.1	Finalise negotiations and communicate agreements.	Same as before	Summative 3	Same as before		
117853	3.2	Agreements are finalised and agreed to verbally by parties.		Summative 3			
117853	3.3	Final agreements are disseminated and made accessible to all constituents and stakeholders.		Summative 3			
SO4: Evaluate negotiation processes							
117853	4.1	Negotiation processes are evaluated regarding strengths and weaknesses and the extent to which the brief was achieved.	Same as before	Summative 3	Same as before		
117853	4.2	Opportunities and mechanisms to improve upon the negotiation		Summative 3			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding		Supporting Evidence to show learner 's understanding	Date Completed
		process are identified and recorded for integration into future processes.						
117853	4.3	Participant's reactions to the process are sought and analysed in line with the negotiation purposes.		Summative 3				
Coach / Mentor Comment This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.					Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
caron elferink						P. Bharti		



## OBSERVATION SHEET

Mentor complete the observation sheet as indication of the learner demonstration of the actions indicated. Provide guidance and comments where necessary. If there is a need to mark the learner "N" provide guidance and give advice. Provide feedback giving praise where the learner exceeded expectation.

Learner Name			Date	
Engage in negotiations, finalise negotiations and communicate agreements	<b>Yes/No</b>	<b>Comments</b>		
<b>Did the learner:</b>				
1. Use his/her preparation (notes) during the negotiation?				
2. Present, explain and motivate negotiated outcomes clearly to the constituency?				
3. Use his/her behaviour and conduct to have a positive effect on the negotiation?				
4. Maintain or enhance relationships and promote satisfactory/advantageous outcomes to the negotiation?				
5. Facilitate the negotiation process using effective communication and interpersonal skills?				
6. Finalise and record final agreements accurately?				
<b>Supervisor/colleague Signature</b>				
<b>Supervisor/colleague Name</b>				
<b>Supervisor/colleague Designation</b>				
<b>Supervisor/colleague Contact Details</b>				

## THIRD PARTY OBSERVATION SHEET

Request the other party to the negotiation or a third-party observer to provide you with feedback on the following form (include comments) about the negotiation that you facilitated. This person needs to complete the feedback document by entering either Yes or No in the column provided and then provide comments to substantiate their rating:

Learner Name			Date		
Negotiation party / third party feedback		Yes/No	Comments		
<b>During the negotiation, did the learner:</b>					
1. Present a proposal and give a clear indication of what is and what is not on the table?					
2. Summarise the proposal and ensure that both parties have a common understanding of the nature and extent of the proposal?					
3. Display his/her ability to question to build common ground and establish the existence of any hidden agendas?					
4. Identify shared interests, opportunities for co-operation and common principles?					
5. Display his/her ability to amend his/her position without sacrificing fundamental interests?					
6. Display his/her ability to ask questions to gain clarification, further explanations, test understanding and to summarise understanding of a position?					
7. Analyse the demands of the other party?					
8. Propose a concession?					
9. Close the negotiation?					
10. Finalise and record final agreements accurately?					
<b>Person Signature</b>					
<b>Person Name</b>					
<b>Person Role (during the negotiation)</b>					
<b>Person Contact Details</b>					



# FEEDBACK REPORT

**Instruction to Mentor:** Complete the workplace performance report below as an overall outcome to all the above activities. Rate the learner based on the interactions. A true and honest reflection is important to ensure the learner is not mis-guided and or mis-represented.

## WORKPLACE Performance scale FEEDBACK ON LEARNER

Scale			
1= Below Expectations			
2= Meets Expectations			
3= Exceed Expectations			
Behavioural Attributes	1	2	3
Quality and quantity of work:			
Punctuality:			
Communication skills:			
Interrelationship with staff members:			
Problem solving:			
Overall Comments by Supervisor/Mentor:			
Mentor/Supervisor's Signature:		Date:	
<i>caron elferink</i>			

## GENERAL COMMENTS FROM LEARNER

**Instructions to learner:** Complete the following section to reflect your daily duties and or major tasks and activities that you complete daily/monthly. Make special reference to communication tasks, how you communicate and what methods are generally used in your workplace.