**MARK SHEET – Understanding conflict management in the workplace**

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| **Centre Number :** |  | **Centre Name :** |  |
| **Learner Registration No :** |  | **Learner Name:** |  |
| **INSTRUCTIONS FOR ASSESSMENT AND USE OF MARK SHEET** Assessment must be conducted with reference to the assessment criteria (AC). In order to pass the unit, every AC must be met.Assessors will normally award marks for every AC and then total them into a percentage. However, for greater simplicity, there is the option to not use marks at all and merely indicate with a ‘Pass’ or ‘Referral’ in the box (below right). In order to pass the unit every AC must receive a ‘Pass.’ **Where marks are awarded according to the degree to which the learner’s evidence in the submission meets each AC, every AC must be met, i.e. receive at least half marks (e.g. min 10/20). Any AC awarded less than the minimum produces an automatic referral for the submission (regardless of the overall mark achieved).** Sufficiency descriptors are provided as guidance. If 20 marks are available for an AC and the evidence in the submission approximates to the ‘pass’ descriptor, that indicates it should attract 10 marks out of 20, if a ‘good pass’ then ca. 15 out of 20. The descriptors are not comprehensive, and cannot be, as there are many ways in which a submission can exceed or fall short of the requirements. | 1. **Learner named above confirms authenticity of submission.**
2. **ILM uses learners’ submissions – on an anonymous basis – for assessment standardisation. By submitting, I agree that ILM may use this script on condition that all information which may identify me is removed.**

**However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: □** |
| **Learning Outcome / Section 1:** Understand conflict management in the workplace |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors***[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | **Assessor feedback on AC** |
| AC 1.1Identify causes of conflict at work | **Referral [ca. 3/12]** | **Pass [6/12]** | **Good Pass [ca. 9/12]** |  |
| * Less than two causes of conflict at work are not found or, if given, are unclear or inappropriate
* Causes of conflict at work are merely listed
 | * Two or more causes of conflict at work are correctly identified
 | * Several causes of conflict at work are identified with examples given
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| / 12(min. of 6) | Pass or Referral |
| AC 1.2Describe the stages in the development of conflict | **Referral [ca. 4/16]** | **Pass [8/16]** | **Good Pass [ca. 12/16]** | **Assessor feedback on AC** |
| * The typical stages in the development of conflict are not given or, if given, are merely listed as opposed to described
* The typical stages in the development of conflict are described but are incomplete, incorrect and/or minimal
* The selected stages are inappropriate or do not relate to recognised stages in the development of conflict
 | * The stages in the development of conflict are briefly described using a recognised and generally accepted approach
 | * The stages in the development of conflict are fully described in detail using a recognised and generally accepted approach
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| / 16(min. of 8) | Pass or Referral |
| AC 1.3Explain the effects of conflict on individual and team performance at work | **Referral [ca. 6/24]** | **Pass [12/24]** | **Good Pass [ca. 18/24]** | **Assessor feedback on AC** |
| * The effects of conflict on individual and team performance at work are not given or, if given, are merely described or listed as opposed to explained
* Only the effects of conflict on individual performance or only the effects on team performance are explained, but not both
 | * Two or more appropriate effects of conflict on individual performance and two or more appropriate effects of conflict on team performance at work are explained, although the explanations may be limited
 | * Several appropriate effects of conflict on individual performance and several appropriate effects of conflict on team performance at work are fully explained in detail
* A range of different effects of conflict on both individual performance and on team performance at work are explained in detail along with an outline of the cause-and-effect link between the conflict and performance
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| / 24(min. of 12) | Pass or Referral |
| AC 1.4Explain any recognised technique a manager could use to minimise and resolve conflict in the workplace | **Referral [ca. 6/24]** | **Pass [12/24]** | **Good Pass [ca. 18/24]** | **Assessor feedback on AC** |
| * A recognised technique a manager could use to minimise and resolve conflict in the workplace is not given or, if given, is merely stated or described as opposed to explained
* The selected technique is inappropriate or incorrect
 | * An appropriately and recognised technique a manager could use to minimise and resolve conflict in the workplace is briefly explained
 | * An appropriate and recognised technique a manager could use to minimise and resolve conflict in the workplace is fully explained in detail along with examples to enhance the explanation
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| / 24(min. of 12) | Pass or Referral |

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| AC 1.5Describe how a manager could promote a positive atmosphere in order to minimise the adverse effects of conflict | **Referral [ca. 6/24]** | **Pass [12/24]** | **Good Pass [ca. 18/24]** | **Assessor feedback on AC** |
| * A description is given of how a manager could promote a positive atmosphere but is minimal or inappropriate
 | * Two or more actions a manager could use to promote a positive atmosphere in order to minimise the adverse effects of conflict are described although the description may be limited
 | * Several actions a manager could use to promote a positive atmosphere in order to minimise the adverse effects of conflict are described in detail
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| / 24(min. of 12) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
|  | **/ 100****TOTAL MARKS** |
| **Assessor’s Decision** | **Quality Assurance Use** |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of Assessor:****Date:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:****Date of QA check:** |