



QUALITY-ASSURED ASSESSMENT DOCUMENTATION

FISA PAPER 1 — FINAL
INTEGRATED SUPERVISED
ASSESSMENT
Conflict Management

SAQA ID	NQF Level / Credits
SP-210409	Level 5 · 8 Credits

Version 1.0 · Draft · 23 October 2026

Prepared in accordance with Quality Council for Trades and Occupations (QCTO) assessment quality assurance requirements

PART A

Programme Overview

Qualification / Curriculum Title	Conflict Management
SAQA ID	SP-210409
NQF Level	5
Credits	8
Curriculum Code	SP-210409

1. Purpose

To identify and manage the resolution of conflict between persons or parties in the workplace.

2. Exit Level Outcomes

A qualified learner will be able to:

ELO 1	Identify and describe the main sources of conflict.
ELO 2	Analyse and evaluate conflict submission by affected parties
ELO 3	Distinguish types of conflicts
ELO 4	Apply appropriate strategies to manage conflict.
ELO 5	Resolve conflict using appropriate techniques in the workplace.
ELO 6	Develop and implement follow up plans
ELO 7	Compile conflict resolution reports
ELO 8	Communicate effectively with an employer and employees with regard to conflict issues.

3. Content Structure

3.1 Knowledge Component

Topic Number	Topic Title
Topic 1	Sources of conflict.
Topic 2	Types of conflicts
Topic 3	Strategies for conflict management.

Topic Number	Topic Title
Topic 4	Techniques in conflict management.
Topic 5	Conflict consequences analysis
Topic 6	Emotional intelligence in conflict resolution
Topic 7	Components of Conflict Resolution Report

3.2 Application (Practical) Component

Topic Number	Application Topic
Topic 1	Apply teamwork in conflict resolution process.
Topic 2	Profile a conflict at a workplace.
Topic 3	Analyse a conflict profile and determine the causes of conflict
Topic 4	Determine and implement appropriate conflict management strategies
Topic 5	Select and apply conflict resolution techniques
Topic 6	Analyse and profile conflict consequences
Topic 7	Apply emotional intelligence in conflict resolution engagement
Topic 8	Compile and implement conflict resolution follow up plan
Topic 9	Compile conflict resolution report

4. Assessment Structure

Assessment Type	Description / Weighting
Continuous Assessment	Ongoing evaluation of learning — 30% of final mark
Written Test	Knowledge test under supervised conditions — 30% of final mark
Portfolio of Evidence (PoE)	Assembled learner evidence — 40% of final mark
Practical Assessment	Continuously evaluated during delivery — pass/fail gate
Supervised Examination	Written examination under exam conditions — pass/fail gate
Final Mark Calculation	(Written Test × 30%) + (PoE × 40%) + (Continuous Assessment × 30%)

The curriculum does not specify assessment weightings. The weightings above follow standard QCTO sector norms for this qualification type. Providers may adjust to match their own QMS.

5. Types of Activities You Can Expect

Type of Activity	Description	Purpose
Knowledge Topics	You are required to complete these activities on your own.	These activities test your understanding and ability to apply the information.
Skills Application Activities	You need to complete these activities in the workplace.	These activities require you to apply the knowledge and skills gained in the workplace.
Applied Knowledge	You need to collect information and samples of documents from the workplace.	These activities ensure you get the opportunity to learn from experts in the industry. Collecting examples demonstrates how to implement knowledge and skills in a practical way.

PART B

Assessment Instrument

1. Assessment Agreement

The undersigned confirm the following, in accordance with QCTO requirements:

1. This instrument is covered by the assessment agreement the learner, assessor and moderator signed once, in the PoE Guide and Index (Learner Resources): the learner has been informed of the assessment process, outcomes and appeal rights, and the outcome is recorded as Competent [C] or Not Yet Competent [NYC].

2. Assessment Administration

Learner, assessor and moderator	Recorded once, in the Portfolio of Evidence (PoE) Guide and Index (Learner Resources)
QUALIFICATION	Conflict Management (SP-210409)
NQF LEVEL	5
ASSESSMENT VENUE	_____
ASSESSMENT DATE	_____
ASSESSMENT DURATION	_____
POE SUBMISSION DATE	_____
ASSESSMENT METHOD(S)	Integrated practical demonstration (FISA) under supervised conditions

3. Instructions to the Learner

You are about to complete FISA Paper 1 of 3 — the Final Integrated Supervised Assessment for this Skills Programme. It takes 2 hours and has two sections: Section A, the practical component — one realistic workplace scenario you perform from start to finish while your assessor observes, demonstrating every practical application topic in one continuous workflow; and Section B, the knowledge component — written questions (True or False, Multiple Choice, Multiple Answers, Column Matching, Fill in the Blanks and Free Answer) you answer in the spaces provided. The outcome is Competent or Not Yet Competent.

If you are unsure at any point, you may ask the assessor to repeat the instructions — but not to help you perform the task. The FISA must be your own work.

SECTION A

Section A — Practical Component (PM)

4. Integrated Scenario Brief

You are a Senior Human Resources Practitioner at Apex Logistics (Pty) Ltd, a major freight and distribution enterprise operating out of a busy warehouse and corporate office park in Johannesburg, South Africa. The company has recently experienced a severe operational and relational breakdown between the long-haul dispatch division and the warehouse inventory management team, culminating in a shouting match on the loading bay that threatened physical violence and brought morning dispatch operations to a standstill for two hours.

Management has mandated you to step in, de-escalate the immediate tensions, investigate the root causes, and guide the two warring factions through a formal, structured conflict resolution process. You are required to handle this sensitive assignment in strict alignment with South African labour legislation, company grievance procedures, and professional workplace mediation standards.

You arrive at the Apex Logistics facility at 08:30. You are met by the shift floor supervisor who is visibly agitated and defensive. You must first establish a collaborative tone, demonstrating effective teamwork and emotional intelligence as you engage with the key stakeholders—the Chief Dispatcher and the Head of Inventory Control—who are currently refusing to speak to one another.

Your task is to conduct a thorough workplace conflict profiling exercise, gathering testimony, observing workflow bottlenecks, and examining operational logs to understand how a minor stock-allocation error snowballed into departmental warfare. Once the profile is complete, you must critically analyse the data to pinpoint the underlying systemic and interpersonal causes of the conflict, distinguishing between surface-level symptoms (such as insults exchanged on the bay) and deep-seated structural triggers (such as conflicting Key Performance Indicators and poor communication channels).

Following your analysis, you must determine and implement appropriate conflict management strategies suited to an emotionally charged, high-pressure logistics environment, ensuring all parties feel heard while maintaining operational discipline. Within these strategies, you will select and apply specific conflict resolution techniques—such as structured interest-based bargaining and guided caucus sessions—to facilitate a breakthrough dialogue between the disputing managers.

As the dialogue progresses, you must rigorously analyse and profile the potential consequences of this conflict if left unresolved, explicitly mapping out the risks to staff well-being, organisational productivity, and labour relations. Throughout this intensive engagement, you must maintain absolute self-regulation and empathy, actively applying principles of emotional intelligence to manage your own triggers and de-escalate the heightened emotional states of the participants.

To ensure long-term stability, you must then compile and implement a concrete conflict resolution follow-up plan that includes accountability checkpoints, team-building interventions, and modified communication protocols between dispatch and inventory. Finally, you must synthesize your entire intervention into a comprehensive, formal conflict resolution report addressed to the Executive Management Committee of Apex Logistics.

You must perform the following tasks sequentially during this integrated assessment:

1. Apply teamwork and collaborative engagement principles to establish rapport with hostile departmental representatives and secure their participation in the resolution process.
2. Profile the workplace conflict by conducting structured interviews and gathering empirical evidence regarding the incident on the loading bay.
3. Analyse the conflict profile to determine the root causes, separating systemic operational failures from interpersonal grievances.
4. Determine and implement appropriate conflict management strategies that balance immediate crisis containment with long-term cultural remediation.
5. Select and apply specific conflict resolution techniques during a facilitated mediation session between the disputing parties.
6. Analyse and profile the direct and indirect consequences of the conflict on organisational performance, safety, and staff morale.
7. Apply emotional intelligence throughout the engagement to monitor and manage emotional dynamics, resistance, and self-awareness.
8. Compile and implement a realistic conflict resolution follow-up plan detailing monitoring mechanisms and support structures.
9. Compile a professional, comprehensive conflict resolution report adhering to standard corporate reporting frameworks.

SECTION B

Section B — Knowledge Component (KM)

5. Knowledge Questions

Answer every question in the space provided.

Question 1 (5 Marks)

Knowledge Module: KM-01 — Sources and Types of Conflict

Type: True or False

Indicate whether each statement is True or False.

1. Structural conflict arises primarily from inequalities in power, resources, or physical working environments rather than personal animosity.

2. Interpersonal conflict within a workplace can be entirely eliminated if management enforces strict compliance policies and zero-tolerance rules.
3. Resource scarcity is a common organisational source of conflict that occurs when departments compete for limited budgets, personnel, or equipment.
4. Latent conflict refers to a dispute that is currently active, highly visible, and being aggressively contested by all parties involved.
5. Role ambiguity, where employees are unclear about their job responsibilities and performance expectations, is a frequent catalyst for departmental friction.

Question 2 (6 Marks)

Knowledge Module: KM-01 — Strategies for Conflict Management

Type: Multiple Choice

Choose the one correct answer for each item.

1. Which conflict management strategy involves a high degree of assertiveness combined with a low degree of cooperativeness, often resulting in a win-lose outcome?
 - A. Accommodating
 - B. Collaborating
 - C. Competing
 - D. Avoiding
2. When a manager decides to temporarily withdraw from a trivial dispute to allow emotions to cool down before addressing the core issue, which strategy are they applying?
 - A. Compromising
 - B. Avoiding
 - C. Collaborating
 - D. Accommodating
3. The conflict management style characterised by a willingness to meet the needs of others at the expense of one's own goals is known as:
 - A. Accommodating
 - B. Competing
 - C. Avoiding
 - D. Compromising

Question 3 (3 Marks)

Knowledge Module: KM-01 — Techniques in Conflict Management

Type: Multiple Answers

Which of the following are recognized practical techniques used in workplace conflict resolution and mediation? Select all the correct answers.

- A. Active listening and empathetic paraphrasing to ensure parties feel understood.