

RESOURCE MATERIALS

FOR

WOMEN IN EDUCATION MANAGEMENT

MODULE SEVEN

MANAGING CONFLICT

Department of Education and Culture
KwaZulu-Natal, South Africa

Commonwealth of Learning
Canada

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THE MODULES IN THIS SERIES ARE:

- | | |
|---|-------------------------------------|
| 1. Assertiveness | 7. Managing Conflict |
| 2. Effective Communication | 8. Strategic Planning |
| 3. Self-Management Skills | 9. Delegation |
| 4. Leadership | 10. Conducting Productive Meetings |
| 5. Understanding the Organisational Culture | 11. Report Writing and Presentation |
| 6. Team Building | 12. Interviewing Skills |

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PREFACE

The Master Strategic Plan (2000 – 20003) of the Department of Education and Culture, KwaZulu-Natal (KZN) has, as one of its main policy objectives ‘the Empowerment of Women Managers in Education’ The Education Human Resource Development Component came up with the initiative for the Women in Education Management Training Programme, to provide training in the area of Education Management.

Although management issues affect both men and women, historically, women managers seem to require more training than their male counterparts. There is often the perception that many Women Managers in Education, not only in KwaZulu-Natal, but globally, frequently lack the knowledge and skills required for effective management. Consequently, these materials were developed as part of the effort to develop human capital, especially in the area of Women in Education Management.

These materials are intended for use by people involved in education. The modules cover a wide range of management issues from policy to practice. As the users are spread over various geographical locations, the materials aim to be accessible to as many people as possible, including the rural-based. At the end, the materials should produce women who are ready to take up various key management positions throughout the Province and further afield.

The rationale for developing these materials is that all regions should embark on the meaningful training of Women Managers in Education. The overall skills and knowledge training will continue to be provided to all Education Managers. These training materials generally aim at enhancing management skills. In addition the Training on Materials Development and Materials Review workshops have contributed to capacity building and developing Open and Distance Learning (COL) materials in KwaZulu-Natal.

The successful development of the training materials could not have been realised without the generous support of the collaborating SADC Ministers of Education (Botswana, Namibia and Zimbabwe) and the Namibian College of Open Learning. In this regard, the Department of Education and Culture, KwaZulu-Natal is grateful to Mrs. Matloatsie Masendu (Botswana), Mr. Tuaunda Keeja (Namibia), Mr Alfred Illukena (Namibia). Mrs Patricia Rutanhira (Zimbabwe), Mr Africa Moyo (Zimbabwe), Mr Gray Nyathi (Zimbabwe), Mr Rodgers Sisimayi (Zimbabwe) for the background training, support and advice they provided, to facilitate the realisation of the programme.

Without the administrative leadership and professional support of Honourable E.E.N KaNkosi-Shandu Minister of Education and Culture, KwaZulu-Natal, Mr N S Shamase – Deputy Director General Professional Services, Mr P M Ntshangase – Chief Director Human Resource Manager and Development, Ms A N Cele, Mr M R C Msweli and Mr S L N Kheswa, the programme would not have been successful.

The development of the course materials has been achieved through the joint responsibility and commitment of all eight Regions of the Department of Education and Culture, KwaZulu-Natal together with the course writers as reflected in the training modules. The Province of KwaZulu-Natal is grateful for the level of human capital developed through this exercise. Altogether, 37 Course writers were trained. 10 Secretarial and Administrative Staff received training in basic desktop publishing.

We are particularly grateful to the South African Breweries, Indaba Conference Centre and Umhlanga Rocks Hotel for supporting the workshop.

Finally, we thank the Commonwealth of Learning, Vancouver, Canada, represented by Ms Kgomo Motlotle, Education Specialist, for the technical support, they provided right from the inception to the completion of the programme.

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The Commonwealth of Learning and the entire Workshop Development Team are grateful to the writers, the editorial team and secretarial support staff from the Department of Education and Culture KwaZulu-Natal and the supporting SADC Ministries of Education for their untiring efforts in producing these modules.

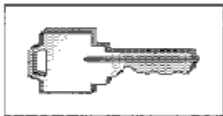
EXPLANATION OF ICONS

Icons are graphic signs that require you to undertake specific activities.



Read the text provided in the unit.

Read Text



Main words or concepts that are important in the unit.

Key Words



Carry out an activity that is based on the content you have just

Self Evaluation



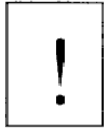
Apply the knowledge and skills you have just learn.

Practise Activiy



Demonstrate your understanding and application of knowledge and Skills learnt.

Assessment Task



Important-take note!

The answers to the activity is provided at the end of the unit.



In the light of the text you have read, think through your own Practice.

Reflection



Unit Test

There is a test which you should do before proceeding to the Unit.



Module test

At the end of every module, there is a test you should do before proceeding to the next module.



Summary

Highlights of the main ideas or concepts covered in the Unit.

INTRODUCTION TO MODULE

It is widely recognised and agreed, that one of the key factors influencing the effectiveness of an organisation is the nature and quality of the leadership and the effective management by the person in control.

The attempts by one individual or group to further its interests prevent another group's ability to attain its goals. The result is conflict within the organisation.

It can be said that conflict is ever-present in an organisation and has to be managed if the organisation is to achieve its objectives.

Conflict is natural, neither positive nor negative, it just is. It's not whether you have conflict in your life, it's what you do with it that makes the difference.

Learning, growing and co-operating are goals for resolving conflict. Conflict can be regarded as a gift of energy in which neither side loses and a new way forward is created. Resolved conflict is rarely about who is right or who is wrong, it is about acknowledgement and acceptance of difference.

*Independent Projects Trust: Smart Teachers
Resource Manual (1996)*

This module on Conflict Management and Resolution has been specifically designed to guide and assist the woman manager to become more effective in the skills of negotiation, communication and mediation as she goes about managing and resolving conflict within her organisation.

It is hoped that practical ideas and exercises in this module will allow you to draw on your own experiences of life, and that you will also develop and be enriched by the new ideas you will encounter here, so that ultimately, you will become a better, more fulfilled manager of your own organisation.

This module consists of eight Units, all of which will present content material, interspersed with self-assessment and self-evaluation activities and exercises where you can practise your newly acquired management skills.

At the end of each Unit, the content will be summarized and you will then be given the opportunity to reflect on your findings. Finally, you will be able to assess your understanding of each Unit, by completing the Unit Test at the end of each Unit.

AIMS

This module has the following aims:

- to provide the learner with a clear understanding of the nature and causes of conflict
- to enable the woman manager to recognize and deal with conflict situations within her own organization
- to equip the woman manager with effective skills and strategies to enable her to successfully resolve conflict.

This module is presented in the following eight Units:

- Unit 1 – The nature of conflict and its causes
- Unit 2 - Types of conflict and their effects
- Unit 3 - The process and structure of conflict resolution
- Unit 4 - Conflict management and resolution
- Unit 5 - The education manager as conflict mediator
- Unit 6 - Stress as a result of unresolved conflict and how to manage it
- Unit 7 - The processes of negotiation and mediation as final steps in conflict resolution
- Unit 8 - Effective communication as a tool in conflict resolution

The methods used to manage all forms of conflict is of the utmost importance for the effective functioning of any organisation. For this reason, it is vitally important that the education manager be thoroughly prepared in the effective resolution of conflict, otherwise it will not be possible to do justice to the key position which an education manager holds. The ability to handle conflict is a key factor in management success.

Finally, then, you will learn from this module, that effective conflict management requires the ability to observe acutely, analyse, anticipate plan carefully and actively involve colleagues. It implies the maximum utilization of all the management functions required of an educational leader. As Colin Turner (Sage Life Publications: 1999) says: Mistakes mark progress. Without friction, there is no heat. Rough weather builds strong timber. We can either accept a mistake as a failure, or as a lesson and a challenge in progress.