



Competency Based Learning Material (CBLM)

Mid-Level Management for RMG

Level-4

Module: Resolving Conflict and Assess Risk

Code: CBLM-RMGT-MLM-05-L4-EN-V1



**National Skills Development Authority
Prime Minister's Office
Government of the People's Republic of Bangladesh**

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The CBLM on “Resolve Conflict and Assess Risk” is developed based on NSDA approved Competency Standards and Competency Based Curriculum under Mid-Level Management Level-4 Occupation. It contains the information required to implement the Mid-Level Management Level-4 Level - 4 standard.

This document has been prepared by NSDA with the help of relevant experts, trainers/professionals.

All Government-Private-NGO training institutes in the country accredited by NSDA can use this CBLM to implement skill-based training of Mid-Level Management Level-4 course.

Approved by

---th Authority Meeting of NSDA

Held on -----

How to use this Competency Based Learning Material (CBLM)

The module, Maintaining and enhancing professional & technical competency contains training materials and activities for you to complete. These activities may be completed as part of structured classroom activities or you may be required you to work at your own pace. These activities will ask you to complete associated learning and practice activities in order to gain knowledge and skills you need to achieve the learning outcomes.

1. Review the **Learning Activity** page to understand the sequence of learning activities you will undergo. This page will serve as your road map towards the achievement of competence.
2. Read the **Information Sheets**. This will give you an understanding of the jobs or tasks you are going to learn how to do. Once you have finished reading the **Information Sheets** complete the questions in the **Self-Check**.
3. **Self-Checks** are found after each **Information Sheet**. **Self-Checks** are designed to help you know how you are progressing. If you are unable to answer the questions in the **Self-Check** you will need to re-read the relevant **Information Sheet**. Once you have completed all the questions check your answers by reading the relevant **Answer Keys** found at the end of this module.
4. Next move on to the **Job Sheets**. **Job Sheets** provide detailed information about *how to do the job* you are being trained in. Some **Job Sheets** will also have a series of **Activity Sheets**. These sheets have been designed to introduce you to the job step by step. This is where you will apply the new knowledge you gained by reading the Information Sheets. This is your opportunity to practise the job. You may need to practise the job or activity several times before you become competent.
5. Specification **sheets**, specifying the details of the job to be performed will be provided where appropriate.
6. A review of competency is provided on the last page to help remind if all the required assessment criteria have been met. This record is for your own information and guidance and is not an official record of competency

When working though this Module always be aware of your safety and the safety of others in the training room. Should you require assistance or clarification please consult your trainer or facilitator.

When you have satisfactorily completed all the Jobs and/or Activities outlined in this module, an assessment event will be scheduled to assess if you have achieved competency in the specified learning outcomes. You will then be ready to move onto the next Unit of Competency or Module

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Module Content

Unit Title: Resolve Conflict and Assess Risk

Unit Code: OU- RMGT-MLM-03-L4-V1

Module Title: Resolving Conflict and Assess Risk

Module Description: This module includes the required knowledge, skill & positive attitude to resolve conflict and assess risk. This module provides details knowledge about grievance handling procedure & decision-making process. Other than that, this module will also provide you details knowledge about the materials and equipment required for this task.

Nominal Duration: 50 Hours

Learning Outcomes:

Upon completion of this module the trainees must be able to:

1. Resolve conflict
2. Assess risk and make decision

Assessment Criteria:

1. Sources of conflict at individual and team level are identified.
2. Root cause analysis is performed according to the problems.
3. Conflict is clarified and resolved using grievance handling procedure.
4. Problems are resolved as per organisational policy.
5. Risk management techniques are identified and described.
6. Risks are identified, defined and recorded.
7. Courses of action to eliminate or limit risk are identified.
8. Decision making process is identified and explained.
9. Decision is made and course of action implemented to eliminate or limit risk.

Learning Outcome 1: Resolve Conflict

Assessment Criteria	<ol style="list-style-type: none"> 1. Sources of conflict at individual and team level are identified. 2. Root cause analysis is performed according to the problems. 3. Conflict is clarified and resolved using grievance handling procedure. 4. Problems are resolved as per organisational policy.
Conditions and Resources	<ol style="list-style-type: none"> 1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker
Contents	<ol style="list-style-type: none"> 1 Sources of conflict at individual and team level 2 Root cause analysis 3 Grievance handling procedure. 4 Organisational policy.
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 1: Resolve Conflict

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about resolve conflict and assess risk	1. Instructor will provide the learning materials resolve conflict
2. Read the Information sheet/s	2. Information Sheet No:1- Resolve conflict
3. Complete the Self-Checks & Answer key sheets.	3. Self-Check No: 1- Resolve conflict Answer key No. 1- Resolve conflict
4. Read the Job/ Task sheet and Specification Sheet	4. Job/ task sheet and specification sheet Task Sheet No 1: Describe different stages of grivence settlement procedure. Specification Sheet 1: Describe different stages of grivence settlement procedure.

Information Sheet 1: Resolve Conflict

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

- 1.1 Sources of conflict at individual and team level
- 1.2 Root cause analysis
- 1.3 Grievance handling procedure.
- 1.4 Problem solving by following organisational policy.

Definition of conflict:

Conflict is a state of discord, disagreement, or opposition that occurs when individuals, groups, or entities have opposing interests, goals, values, or actions. It can manifest in various forms, including verbal disputes, emotional tension, physical confrontations, or broader societal clashes. Conflict arises when there is a perceived or actual incompatibility between the parties involved, leading to a struggle to address, resolve, or mitigate the differences in viewpoints, needs, or objectives.

1.1 Sources of conflict

In the apparel industry, conflicts can arise at both the individual and team levels due to various factors. Here are some common sources of conflict in the apparel industry:



At the Individual Level:

- **Role Ambiguity:** Lack of clarity regarding job responsibilities, tasks, or expectations can lead to conflicts between individuals. Unclear roles may cause misunderstandings, overlapping responsibilities, or a lack of accountability.
- **Communication Issues:** Poor communication channels or breakdowns in communication can result in conflicts. Misinterpretation of information, miscommunication of instructions, or inadequate feedback can create tension and misunderstandings among individuals.
- **Competing Interests and Goals:** Individuals within the apparel industry often have different personal and professional goals. Conflicts can arise when these goals conflict with each other or with the overall objectives of the organization. For example, conflicting priorities between sales and production teams can lead to disagreements and friction.
- **Personality Differences:** Individuals in the apparel industry come from diverse backgrounds and have different personality traits. Differences in communication styles, work approaches, or problem-solving methods can lead to conflicts if not managed effectively.
- **Performance Issues:** Performance-related conflicts can arise when there are differences in individual performance levels or perceptions of fairness in workload distribution. Unequal contributions or perceived favoritism can create tension among team members.

At the Team Level:

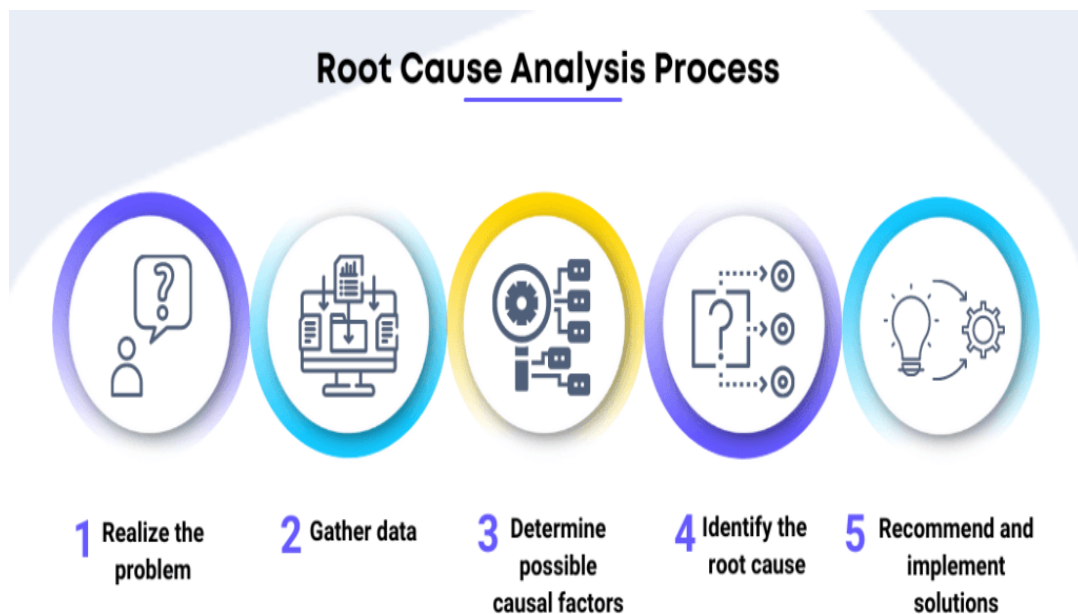
- **Task Interdependence:** In the apparel industry, different team members often depend on each other to complete their tasks. Conflicts can occur when one team member's delay or subpar performance affects the work of others, leading to frustration and tension.
- **Resource Allocation:** Limited resources such as time, equipment, or materials can be a source of conflict among team members. Disagreements may arise when team members compete for resources or perceive unfair distribution.
- **Decision-Making Processes:** Disagreements over decision-making processes can lead to conflicts. Differences in opinions, decision-making styles, or power struggles within the team can hinder progress and cause tension.
- **Leadership Styles:** Conflicts can arise when there are differences in leadership styles or approaches among team members. Varying expectations of leadership, decision-making authority, or communication styles can lead to friction within the team.

- **Cultural Diversity:** The apparel industry often involves teams with diverse cultural backgrounds. Differences in values, norms, or communication styles can create misunderstandings and conflicts if not properly addressed and managed.

It's important for organizations in the apparel industry to recognize these potential sources of conflict and implement strategies to address and manage them effectively. Encouraging open communication, clarifying roles and responsibilities, promoting teamwork and collaboration, and fostering a positive work environment are crucial for mitigating conflicts and promoting a harmonious and productive work environment.

1.2 Root cause analysis

Root cause analysis (RCA) is a systematic approach used in the garments industry to identify the underlying causes of problems or issues. It helps organizations understand the fundamental reasons behind failures, defects, or other undesirable outcomes in order to implement effective solutions. Here is an overview of how root cause analysis is applied in the garments industry:



- **Define the Problem:** The first step in RCA is to clearly define the problem or issue that needs to be addressed. It could be related to quality defects, production delays, customer complaints, or any other aspect impacting the garments industry.
- **Gather Data:** Collect relevant data and information related to the problem. This includes analyzing production records, quality inspection reports, customer feedback, and any available documentation. The data should cover the entire process, from sourcing raw materials to production, packaging, and distribution.

- **Identify Immediate Causes:** Identify the immediate causes that contributed to the problem. These are the factors directly responsible for the issue. For example, if there are quality defects, the immediate causes could be incorrect cutting, faulty stitching, or inadequate quality control measures.
- **Ask "Why?" and Conduct Analysis:** Begin asking "why" to dig deeper into each immediate cause. For each identified cause, analyze the underlying factors that led to it. Keep asking "why" until you reach the fundamental cause(s) of the problem.
- **Determine Root Causes:** At this stage, you should have identified the root causes that are at the core of the problem. Root causes are the systemic issues that, when addressed, can prevent the recurrence of the problem. They are often related to processes, procedures, training, communication, or organizational factors.
- **Validate Findings:** Validate the identified root causes through additional data analysis, discussions with relevant stakeholders, and possibly conducting interviews or surveys. Ensuring the accuracy of the identified root causes is crucial to develop effective corrective actions.
- **Develop and Implement Solutions:** Once the root causes are identified and validated, develop appropriate solutions or corrective actions to address them. These can include process improvements, changes in training or communication, redefining procedures, or implementing new technologies.
- **Monitor and Evaluate:** Implement the solutions and closely monitor the outcomes. Assess the effectiveness of the implemented changes and track the progress to ensure that the identified root causes are adequately addressed and the problem is resolved.
- **Preventive Measures:** To prevent the problem from recurring, identify preventive measures and incorporate them into the garments industry's processes, quality control systems, or organizational practices. This may involve updating standard operating procedures, providing additional training, or establishing regular audits or inspections.

Root cause analysis helps the garments industry to move beyond simply addressing the symptoms of a problem and focuses on addressing the underlying causes. By systematically analyzing the factors that contribute to issues, organizations can implement targeted and sustainable solutions, leading to improved efficiency, quality, and customer satisfaction.

What is grievance

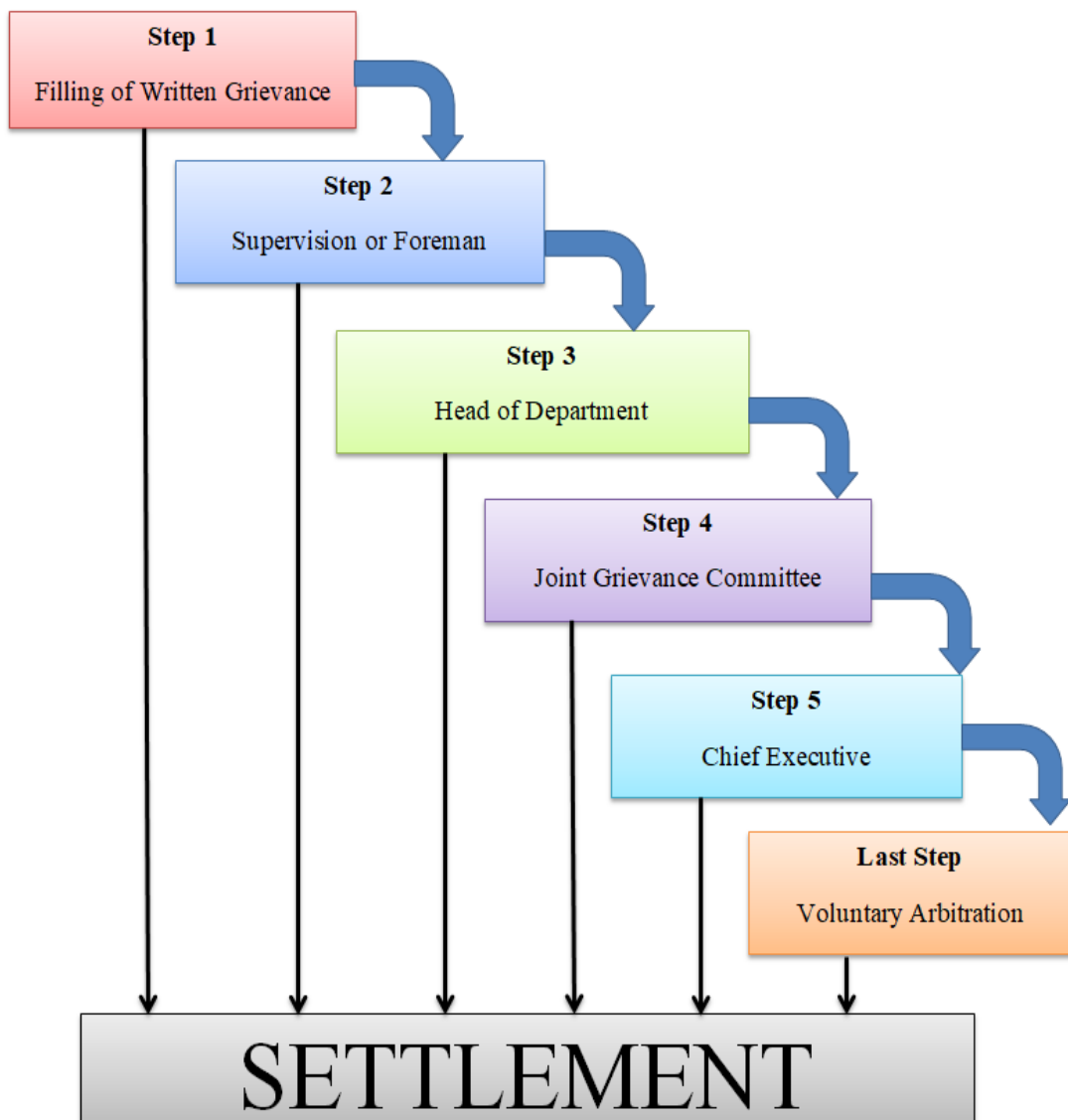
A grievance is a formal or informal complaint or concern expressed by an individual or a group of individuals about a perceived injustice, unfair treatment, violation of rights, or an issue related to their employment, a contractual arrangement, or any other aspect of their personal or professional life. Grievances can arise in various settings, including workplaces, organizations, institutions, or even within a community.

Why grievance happen in an organization?

Grievances can happen in organizations for a variety of reasons, and they often arise from issues related to employee dissatisfaction, perceived injustices, or conflicts.

1.3 Grievance handling procedure

In the garments industry, a well-defined grievance handling procedure is essential to address and resolve employee complaints, concerns, or dissatisfaction. Here is an outline of a typical grievance handling procedure in the garments industry:



Step-ladder Grievance Procedure

- **Establish Grievance Policy:** Develop a clear and comprehensive policy that outlines the organization's commitment to addressing grievances and providing a fair and

impartial resolution process. This policy should be communicated to all employees, ensuring they are aware of their rights and the steps to follow in case of a grievance.

- **Provide Multiple Channels for Reporting:** Create multiple channels for employees to report grievances, ensuring confidentiality and accessibility. These channels can include direct supervisor/manager, human resources department, designated grievance officers, suggestion boxes, or anonymous reporting mechanisms.
- **Initial Informal Resolution:** Encourage employees to address grievances through informal means initially. This involves speaking directly to the immediate supervisor or manager to discuss the issue and seek a resolution. Supervisors should be trained to listen actively, show empathy, and attempt to resolve the matter promptly.
- **Formal Grievance Submission:** If the grievance is not resolved through informal means or the employee is dissatisfied with the resolution, they should be allowed to submit a formal written complaint or grievance letter. The letter should include details such as the nature of the grievance, parties involved, relevant dates, and any supporting evidence.
- **Grievance Investigation:** Upon receiving the formal grievance, a designated authority or grievance committee should initiate an investigation. This involves gathering relevant information, interviewing involved parties, reviewing documents, and conducting a fair and impartial assessment of the situation.
- **Grievance Resolution Meeting:** Organize a meeting with the employee who filed the grievance to discuss the findings of the investigation and possible solutions. Provide an opportunity for the employee to present their case and be heard. Encourage open dialogue and explore potential resolutions or compromises.
- **Decision and Communication:** After considering all relevant information and discussions, the designated authority or committee should make a decision based on the merits of the case. The decision should be communicated to the employee in a clear and timely manner, explaining the rationale behind the resolution.
- **Appeal Process:** If the employee is not satisfied with the decision, provide a formal avenue for them to appeal the resolution. Define the steps and the authority responsible for handling the appeal, ensuring a fair review of the grievance.
- **Documentation and Follow-Up:** Maintain detailed records of all grievance-related activities, including the initial complaint, investigation findings, decisions, and any actions taken. Periodically review the grievance data to identify trends, recurring issues, or systemic problems that require proactive measures.
- **Continuous Improvement:** Regularly review and evaluate the effectiveness of the grievance handling procedure. Seek feedback from employees and make necessary adjustments to ensure the process is fair, transparent, and responsive to employee concerns.

What is problem solving?

Problem solving is a cognitive process and a skill that involves identifying, analyzing, and finding effective solutions to challenges, issues, or obstacles that arise in various

contexts. It is a fundamental skill used in everyday life, as well as in professional, academic, and personal situations.

Why need to solve problems in an organization?

Solving problems in an organization is crucial for several reasons, and it plays a central role in its overall functioning and success.

1.4 Organizational policy for problem solving

An organizational policy refers to a set of guidelines, principles, and rules established by an organization to govern its operations, behavior, and decision-making processes. Organizational policies serve as a framework for employees and stakeholders to understand expectations, responsibilities, and standards within the organization. Here are some key elements and areas typically covered by organizational policies:

- **Code of Conduct and Ethics:** A code of conduct outlines the expected behavior, values, and ethical standards for employees and stakeholders. It provides guidelines on integrity, professionalism, confidentiality, conflict of interest, and compliance with laws and regulations.
- **Human Resources Policies:** Human resources policies cover areas such as recruitment, selection, onboarding, performance management, training and development, promotions, compensation, benefits, leave management, and employee relations. These policies ensure consistency and fairness in the treatment of employees.
- **Health and Safety Policies:** Health and safety policies establish guidelines for maintaining a safe and healthy work environment. They cover aspects like risk assessments, hazard identification, accident prevention, emergency response procedures, ergonomics, personal protective equipment, and workplace wellness initiatives.
- **Information Technology and Data Security Policies:** Information technology policies address the appropriate use of technology resources, data security, data privacy, password management, network usage, software licensing, and protection of intellectual property. These policies safeguard sensitive information and promote responsible technology usage.
- **Financial and Accounting Policies:** Financial and accounting policies outline guidelines for financial management, budgeting, financial reporting, expense management, cash handling, internal controls, and compliance with accounting standards. These policies ensure transparency, accountability, and financial integrity.
- **Environmental Sustainability Policies:** Environmental sustainability policies reflect an organization's commitment to minimizing its environmental impact. They cover areas such as energy conservation, waste management, recycling, sustainable procurement, and compliance with environmental regulations.
- **Diversity and Inclusion Policies:** Diversity and inclusion policies promote equality, fairness, and respect for all employees. They address issues related to discrimination,

harassment, equal opportunities, accessibility, accommodation, and creating an inclusive work environment.

- **Customer Service and Quality Assurance Policies:** Customer service and quality assurance policies focus on delivering exceptional service and maintaining high-quality standards. They cover aspects like customer satisfaction measurement, complaint handling, product/service quality control, and continuous improvement processes.
- **Social Media and Communication Policies:** social media and communication policies provide guidelines for appropriate use of social media platforms, email communication, confidentiality of information, branding, and public relations. These policies ensure responsible and professional communication both internally and externally.
- **Legal and Regulatory Compliance Policies:** Legal and regulatory compliance policies ensure adherence to applicable laws, regulations, and industry standards. They cover areas such as anti-corruption, data protection, labor laws, intellectual property rights, trade regulations, and product safety.

Self-Check Sheet - 1: Resolve Conflict

Questionnaire:

1. What is grievance?

Answer:

2. Who is a probationer worker?

Answer:

3. Define Casual leave?

Answer:

4. What is collective grievance?

Answer:

5. What is whistleblowing?

Answer:

6. What is policy grievance?

Answer:

Answer Key - 1: Resolve Conflict

1. What is grievance?

Answer: A grievance is a formal complaint that is raised by an employee towards an employer in a workplace.

2. Who is a probationer worker?

Answer: A worker who is employed by an establishment to fill a permanent vacancy in a post and has not completed the period of his probation

3. Define Casual leave?

Answer: Leave granted by the employer with full salary benefits

4. What is collective grievance?

Answer: Grievance raised by individuals or registered by multiple members of staff is known as collective grievance

5. What is whistleblowing?

Answer: Whistleblowing is a term describing grievances that consist of reporting wrongdoing of work considered to be of public interest

6. What is policy grievance?

Answer: When a grievance is related to policy of term of employment it is called policy grievance.

Task Sheet-1: Describe different stages of grievance settlement procedure

Job Purpose:

By completing this task, a trainee will get complete understanding of different stages of grievance settlement procedure. Trainee will also be able to describe those stages both verbally and in writing.

Precautions:

This job must be completed following standard work practice considering occupational health & safety guidelines in the workplace.

Working Procedure:

1. Collect task sheet & specification sheet.
2. Read both job sheet and specification sheet carefully.
3. According to collected job sheet & specification sheet, collect required equipment, tools & materials.
4. Write down the four different stages of grievance settlement procedure.
5. Briefly describe the characteristics of different stages of grievance settlement procedure.
6. List out the factors influencing the different stages of grievance settlement procedure.
7. While writing always follow a generic sequence.
8. During the job, follow standard occupational health & safety standards.
9. List all the steps of the job chronologically.
10. After completing the job, notify your trainer / instructor.
11. Submit your work to your trainer/instructor for proper evaluation.
12. Considering standard work practice, clean your job station & keep it prepared for next session.

Learning Outcome 2: Assess Risk & Make Decesion

Assessment Criteria	<ol style="list-style-type: none"> 1. Risk management techniques are identified and described. 2. Risks are identified, defined and recorded. 3. Courses of action to eliminate or limit risk are identified. 4. Decision making process is identified and explained. 5. Decision is made and course of action implemented to eliminate or limit risk.
Conditions and Resources	<ol style="list-style-type: none"> 1. Real or simulated workplace 2. CBLM 3. Handouts 4. Laptop 5. Multimedia Projector 6. Paper, Pen, Pencil, Eraser 7. Internet facilities 8. White board and marker 9. Audio Video Device
Contents	<ol style="list-style-type: none"> 1 Risk management 2 Risk management techniques 3 Courses of action to eliminate or limit risk 4 Decision making process
Training Methods	<ol style="list-style-type: none"> 1. Discussion 2. Presentation 3. Demonstration 4. Guided Practice 5. Individual Practice 6. Project Work 7. Problem Solving 8. Brainstorming
Assessment Methods	<ol style="list-style-type: none"> 1. Written Test 2. Demonstration 3. Oral Questioning

Learning Experience 2: Assess Risk & Make Decision

In order to achieve the objectives stated in this learning guide, you must perform the learning steps below. Beside each step are the resources or special instructions you will use to accomplish the corresponding activity.

Learning Steps	Resources specific instructions
1. Student will ask the instructor about resolve conflict and assess risk	1. Instructor will provide the learning materials assess risk & make decision
2. Read the Information sheet/s	2. Information Sheet No:2- Assess risk & make decision
3. Complete the Self-Checks & Answer key sheets.	3. Self-Check No: 2- Assess risk & make decision Answer key No. 2- Assess risk & make decision
4. Read the Job/ Task sheet and Specification Sheet	4. Job/ task sheet and specification sheet Task Sheet No 2: Describe different conflict resoulation techniques.

Information Sheet 2: Assess Risk & Make Decesion

Learning Objective:

After completion of this information sheet, the learners will be able to explain, define and interpret the following contents:

- 2.1 Risk management
- 2.2 Risk management techniques
- 2.3 Courses of action to eliminate or limit risk
- 2.4 Decision making process

2.1 Risk management

Risk management is crucial in the garments industry to mitigate potential risks and ensure smooth operations. Here are some common risk management techniques used in the garments industry:

- **Risk Identification:** Identify and assess potential risks within the garments industry. This involves understanding the specific risks associated with production, supply chain, labor, compliance, market, and financial aspects.
- **Risk Assessment:** Evaluate the likelihood and impact of identified risks. Assess the potential consequences of risks on various aspects of the business, such as cost, quality, delivery, reputation, and compliance.
- **Risk Mitigation:** Implement measures to minimize or eliminate identified risks. This can include developing contingency plans, establishing internal controls, adopting safety measures, implementing quality assurance systems, and ensuring compliance with regulations and industry standards.
- **Supplier Management:** Conduct due diligence and select reliable suppliers and contractors. Regularly assess their financial stability, production capacity, and adherence to ethical standards. Establish clear contractual agreements and performance metrics to ensure accountability.
- **Supply Chain Optimization:** Streamline the supply chain to minimize risks related to procurement, transportation, and logistics. Develop alternative sourcing strategies, maintain buffer stocks, and establish strong relationships with key suppliers to reduce the impact of disruptions.
- **Compliance and Regulatory Measures:** Stay updated with relevant laws, regulations, and industry standards. Implement robust compliance programs to ensure adherence to labor laws, safety regulations, environmental standards, and international trade regulations.
- **Quality Assurance:** Implement quality control measures throughout the production process. Conduct inspections, testing, and audits to identify and address quality issues proactively. Adopt lean manufacturing techniques and continuous improvement methodologies to enhance product quality and minimize defects.

- **Financial Risk Management:** Monitor financial indicators and establish risk management strategies for currency fluctuations, credit risks, and financial market uncertainties. Maintain appropriate insurance coverage to protect against unforeseen events such as natural disasters or business interruptions.
- **Training and Skill Development:** Invest in employee training and skill development programs to enhance risk awareness and response capabilities. Provide training on safety procedures, compliance protocols, quality control, and emergency preparedness.
- **Continuous Monitoring and Review:** Regularly monitor and review risk management strategies and their effectiveness. Identify emerging risks and adapt the risk management framework accordingly. Encourage a culture of risk awareness and continuous improvement throughout the organization.



2.2 Risk management techniques

Risk management techniques are employed across various industries to identify, assess, and mitigate risks. Here are some commonly used risks management techniques:

- **Risk Identification:** Identify potential risks that could impact the organization's objectives. This can be done through techniques like brainstorming, checklists, SWOT analysis (examining strengths, weaknesses, opportunities, and threats), and historical data analysis.
- **Risk Assessment:** Evaluate the likelihood and impact of identified risks. This can be done using qualitative techniques (e.g., risk matrices, risk scoring) or quantitative techniques (e.g., probabilistic models, statistical analysis) to prioritize risks based on their severity.
- **Risk Mitigation:** Implement measures to reduce or eliminate risks. This involves developing risk response strategies such as risk avoidance (eliminating the source of risk), risk reduction (implementing controls to minimize risk), risk transfer (shifting the risk to another party through contracts or insurance), or risk acceptance (acknowledging and monitoring the risk without taking active measures).
- **Risk Monitoring:** Continuously monitor identified risks to detect any changes in their likelihood or impact. This can involve regular reporting, key risk indicators (KRIs), control assessments, and scenario analysis. It helps in early detection of emerging risks and allows for timely corrective actions.
- **Contingency Planning:** Develop contingency plans to respond to potential risks or crises. This involves creating alternative strategies, emergency response plans, business continuity plans, and disaster recovery plans. Contingency planning ensures the organization is prepared to mitigate the impact of unexpected events.
- **Risk Communication:** Establish effective communication channels to share risk-related information with stakeholders. This includes clear and transparent reporting, risk registers, risk dashboards, and regular communication to ensure all stakeholders understand the risks, their potential impact, and the actions being taken to manage them.
- **Internal Controls:** Implement internal controls and procedures to mitigate risks. This includes segregation of duties, access controls, authorization processes, regular audits, and compliance checks. Internal controls help in preventing, detecting, and correcting potential risks or errors.
- **Training and Awareness:** Provide training and awareness programs to educate employees about risk management. This ensures that employees understand their roles and responsibilities in identifying and managing risks. It also promotes a risk-aware culture within the organization.
- **Scenario Analysis:** Conduct scenario analysis to assess the potential impact of different risk scenarios. This involves creating hypothetical situations and analyzing their consequences on the organization. Scenario analysis helps in understanding the interdependencies between risks and identifying appropriate risk responses.

- **Continuous Improvement:** Regularly review and update the risk management process. Learn from past experiences, evaluate the effectiveness of risk mitigation strategies, and incorporate lessons learned into future risk management practices. Continuous improvement ensures the risk management process remains relevant and responsive to changing risks.

These techniques provide a framework for effectively managing risks. However, the specific techniques and approaches used may vary depending on the industry, organization, and the nature of the risks involved.



2.3 Courses of action to eliminate or limit risk

When it comes to eliminating or limiting risk, there are several courses of action you can take. The appropriate course of action will depend on the specific risk and the context in which it arises. Here are some common approaches:

- **Risk Avoidance:** This involves taking actions to completely avoid or eliminate the risk. It may include discontinuing a particular activity, not pursuing a certain business opportunity, or ceasing operations in a high-risk area. By avoiding the risk altogether, you eliminate the potential negative consequences associated with it.
- **Risk Reduction:** Implement measures to reduce the likelihood or impact of the risk. This can involve implementing safety protocols, quality control measures, or redundancy systems. For example, installing fire suppression systems, implementing employee training programs, or diversifying suppliers to reduce dependency on a single source. These actions aim to decrease the probability or severity of the risk.

- **Risk Transfer:** Shift the responsibility for the risk to another party. This can be done through contracts, insurance, or outsourcing. For instance, purchasing insurance policies to transfer the financial impact of a potential event to an insurance provider or outsourcing certain activities to external vendors who have expertise in managing specific risks.
- **Risk Mitigation:** Take actions to mitigate the impact of the risk if it does occur. This involves preparing contingency plans and establishing procedures to respond effectively to the risk. For example, creating a business continuity plan, establishing emergency response protocols, or developing crisis management strategies. The goal is to minimize the negative consequences and quickly recover from the risk event.
- **Risk Acceptance:** Sometimes, it may be appropriate to accept certain risks if the potential impact is low or the cost of mitigating the risk outweighs the benefits. However, even in the case of accepting risks, it is essential to have monitoring and control mechanisms in place to ensure early detection and timely response if the risk evolves.
- **Risk Diversification:** Spread risks across different areas or assets to reduce the impact of a single risk event. This can be achieved through diversifying investments, customer base, or geographic locations. By not relying heavily on a single source or area, the organization can reduce its exposure to specific risks.
- **Continuous Monitoring and Review:** Regularly monitor and review the effectiveness of risk management strategies and adapt them as needed. Assess the changing risk landscape, technological advancements, regulatory changes, and emerging risks. Continuously evaluate the effectiveness of risk mitigation measures and update them to align with evolving circumstances.

Remember, the most appropriate course of action will depend on a thorough assessment of the specific risk, its potential impact, and the organization's risk appetite. A combination of different courses of action may be necessary to effectively manage risks and ensure business resilience.



2.4 Decision making process

The decision-making process involves a series of steps to identify a problem, gather information, evaluate alternatives, make a choice, and act. Here are the common steps involved in the decision-making process:

- **Identify the Problem or Opportunity:** Clearly define the issue that needs to be addressed or the opportunity that exists. Clearly articulate the goals and objectives related to the decision.
- **Gather Information:** Collect relevant data and information related to the problem or opportunity. This can involve conducting research, analyzing historical data, seeking input from stakeholders, or consulting subject matter experts.
- **Identify Alternatives:** Generate a range of possible solutions or courses of action to address the problem or capitalize on the opportunity. Consider different perspectives, brainstorm ideas, and evaluate the pros and cons of each alternative.
- **Evaluate Alternatives:** Assess the potential outcomes and implications of each alternative. Consider the feasibility, risks, costs, benefits, and alignment with the organization's goals and values. Use analytical tools, such as decision matrices or cost-benefit analysis, to compare and rank the alternatives.
- **Make a Decision:** Select the best alternative based on the evaluation. Take into account the available information, intuition, expertise, and the preferences of stakeholders. Consider the short-term and long-term implications of the decision.
- **Implement the Decision:** Develop an action plan to execute the chosen alternative. Define the steps, allocate resources, and assign responsibilities. Communicate the decision to relevant stakeholders and ensure their support and understanding.
- **Monitor and Evaluate:** Continuously monitor the implementation of the decision and evaluate its effectiveness. Track progress, collect feedback, and measure outcomes against the desired goals. Adjust the course of action if necessary based on feedback and performance indicators.
- **Learn and Improve:** Reflect on the decision-making process and outcomes. Identify lessons learned and opportunities for improvement. Use the insights gained to enhance future decision-making processes.



It's important to note that the decision-making process may vary depending on the complexity of the decision, the context, and the individuals or groups involved.

Self-Check Sheet - 2: Assess Risk & Make Decision

Questionnaire:

1. What is the purpose of assessing risks in the decision-making process?

Answer:

2. How does a cost-benefit analysis contribute to the decision-making process?

Answer:

3. Why is it important to involve relevant stakeholders in the decision-making process?

Answer:

4. What role does monitor and evaluation play in the decision-making process?

Answer:

5. How can risk assessment help prioritize decision-making?

Answer:

6. What are some common techniques used to assess risks in the decision-making process?

Answer:

Answer Key - 2: Assess Risk & Make Decision

1. What is the purpose of assessing risks in the decision-making process?

Answer: Assessing risks helps identify potential obstacles or uncertainties that may affect the outcomes of decisions, enabling proactive measures to be taken to mitigate or manage those risks.

2. How does a cost-benefit analysis contribute to the decision-making process?

Answer: Cost-benefit analysis compares the costs associated with different alternatives against the expected benefits. It helps decision-makers evaluate options and select the alternative that maximizes benefits while minimizing costs.

3. Why is it important to involve relevant stakeholders in the decision-making process?

Answer: Involving stakeholders provides diverse perspectives, insights, and expertise, leading to more well-rounded and informed decisions. It also increases the likelihood of stakeholder buy-in and support for the decision's implementation.

4. What role does monitor and evaluation play in the decision-making process?

Answer: Monitoring and evaluation allow decision-makers to assess the effectiveness and impact of their decisions. It helps identify if adjustments are needed, provides valuable feedback for future decisions, and ensures continuous improvement.

5. How can risk assessment help prioritize decision-making?

Answer: Risk assessment identifies potential risks and their potential impact, allowing decision-makers to prioritize which decisions require immediate attention and appropriate risk mitigation strategies.

6. What are some common techniques used to assess risks in the decision-making process?

Answer: Some common risk assessment techniques include SWOT analysis (examining strengths, weaknesses, opportunities, and threats), scenario analysis (evaluating potential future scenarios), and risk matrices (assessing the likelihood and severity of risks).

Task Sheet-2: Describe different conflict resolution techniques

Job Purpose:

By completing this task, a trainee will get complete understanding of the different conflict resolution techniques available to organization. Trainee will also be able to describe the principle both verbally and in writing.

Precautions: This job must be completed following standard work practice considering occupational health & safety guidelines in the workplace.

Steps:

1. Collect job sheet & specification sheet.
2. Read both job sheet and specification sheet carefully.
3. According to collected job sheet & specification sheet, collect required equipment, tools & materials.
4. List out different techniques of conflict resolution.
5. Describe different techniques of conflict resolution.
6. Write down characteristics of different techniques of conflict resolution.
7. While writing always follow a generic sequence.
8. During the job, follow standard occupational health & safety standards.
9. List all the steps of the job chronologically.
10. After completing the job, notify your trainer / instructor.
11. Submit your work to your trainer/instructor for proper evaluation.
12. Considering standard work practice, clean your job station & keep it prepared for next session.

Review of Competency

Below is yourself assessment rating for module **Resolve Conflict and Assess Risk**

Assessment of performance Criteria	Yes	No
Sources of conflict at individual and team level are identified.		
Root cause analysis is performed according to the problems.		
Conflict is clarified and resolved using grievance handling procedure.		
Problems are resolved as per organisational policy.		
Risk management techniques are identified and described.		
Risks are identified, defined and recorded.		
Courses of action to eliminate or limit risk are identified.		
Decision making process is identified and explained.		
Decision is made and course of action implemented to eliminate or limit risk.		

I now feel ready to undertake my formal competency assessment.

Signed:

Date:

Development of CBLM:

The Competency Based Learning Material (CBLM) of ‘**Resolve Conflict and Assess Risk**’ (Occupation: Mid-Level Management, Level-4) for National Skills Certificate is developed by NSDA with the assistance of SIMEC System, ECF consultancy & SIMEC Institute JV (Joint Venture Firm) in the month of June 2023 under the contract number of package SD-9A dated 07th May 2023.

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