

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PEACE, LEADERSHIP AND CONFLICT TRANSFORMATION I – PLC 1101

FINAL EXAMINATION – FEBRUARY 2010

TIME ALLOWED: 3 HOURS 15 MINUTES

INSTRUCTIONS TO CANDIDATES

Answer question **One** and any other **Three** questions from section B.

INFORMATION TO CANDIDATES

- (i) All questions in **SECTION B** carry **20** marks each
- (ii) Questions may be answered in any order
- (iii) As much as possible, use relevant examples
- (iv) This paper contains **Seven** questions.

SECTION A

QUESTION 1 - COMPULSORY

CONFLICT SCENARIO

RETAILERS AND CONSUMERS CLASH

HARARE, October 27, 2009 - THE "cross rate" is allegedly causing havoc in Bulawayo - The City of Kings. Matabeleland North Governor, Thokozile Mathuthu was quoted in an exclusive interview that the cross rate was resulting in items in shops going up almost daily in the city. "The cross rate is killing industry in Bulawayo," she said. "It has also resulted in women coming onto the streets again selling foreign currency." Bulawayo uses the South African Rand to conduct business. Women go to SA to sell their wares such as doilies and African wear as well as peanut butter and vegetables. In Harare the United States dollar is the major means of tender. The US and the SA Rand change rates almost daily at commercial banks such that items in shops in Bulawayo also change as the rate decreases or increases. The rate in Harare is US\$1 equals Rand 10 while on the streets the rate can be as high as US\$1 for about SA Rand 14. "The cross

rate is killing our city," Mathuthu said. "We need to do something about it very soon before we go back to the days of the Zimbabwe dollar when we had too many unemployed people roaming the streets selling cash."

"We earn our money in United States dollars, why then are we forced to buy in Rands equivalent even for goods that are produced locally" complained one resident. "The government must take action against the unscrupulous business people. They are hell-bent on profiteering. Yesterday they were justifying hiking prices in the name of inflation and called for dollarization, now that the economy has dollarized, they still continue to hike prices" said another resident who only identifies himself as David.

(Source: The Chronicle, October 27, 2009)

QUESTION 1

- (a) Identify the stage of the conflict? Give reasons. [2 Marks]
- (b) At what level is this conflict? Justify your answer [2 Marks]
- (c) Identify the actors in this conflict [6 Marks]
- (d) What could be the possible causes of the conflict? Explain your answer [8 Marks]
- (e) Which conflict theories can be used to explain the conflict above? [5Marks]
- (f) What intervention methods can be used to mitigate the conflict? [2 Marks]

SECTION B

QUESTION 2

With relevant examples from your area of specialization, explain the various stages of a conflict.

[25 Marks]

QUESTION 3

Describe and contextualize human needs theories that seek to explain conflict in an organization.

[25 Marks]

QUESTION 4

Paul Collier (2000) argues that the reasons behind most resource based conflicts is simply greed as opposed to real grievances. Critically examine this argument.

[25 Marks]

QUESTION 5

Evaluate the role of women in conflict and its transformation in an organisation of your choice.

[25 Marks]

QUESTION 6

Using relevant examples, demonstrate the interplay between conflict and development.

[25 Marks]

QUESTION 7

“Globalisation in itself does not cause conflict because it is neither good nor bad but it has the power to do enormous good or bad” (Stiglitz 2000). Discuss.

[25 Marks]

END OF EXAMINATION