

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF COMMERCE**  
**DEPARTMENT OF BUSINESS MANAGEMENT**  
**PEACE, LEADERSHIP AND CONFLICT TRANSFORMATION - PLC1101**  
**FINAL EXAMINATION-JANUARY 2013**  
**TIME ALLOWED: 3 HOURS 15 MINUTES**

**INSTRUCTIONS TO CANDIDATES**

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

**INFORMATION TO CANDIDATES**

- i) Section A carries **40** marks.
- ii) All questions in Section B carry **20** marks each.
- iii) Questions may be answered in any order.
- iv) Credit will be given for the use of appropriate examples.
- v) This paper contains **Seven** Questions.

**SECTION A**

**QUESTION 1(Compulsory)**

Study the **conflict scenario** below and answer the questions that follow:

**CONFLICT SCENARIO**

**Israeli-Palestinian conflict must be resolved urgently: Sri Lanka**

UNITED NATIONS, Oct. 15 — Sri Lanka on Monday said that the Israeli-Palestinian conflict “must be resolved urgently” in order to bring peace to the Middle East.

Palitha Kohona, the Sri Lankan permanent representative to the United Nations, made the statement as he was addressing an open meeting of the UN Security Council on the current situation in the Middle East, including the question of Palestine.

“The Israeli-Palestinian conflict is undoubtedly at the heart of the tensions in the Middle East and must be resolved urgently in order to achieve a meaningful peace, including in the wider region,” he said. “Peace between Israel and Palestine will be an answer to a longstanding wish of the international community. ”

“As things stand, this conflict saps resources, makes life a continuing and hopeless nightmare for many Palestinians; fuels desperate responses and keeps the world on nervous toes,” he said. “Unfortunately, the peace process, which was so enthusiastically embraced, is at an impasse and tensions continue to escalate.”

The direct peace talks between the Palestinians and Israelis were stalled in September 2010 due to Israel’s settlement activities in the occupied territory.

The United Nations is part of a diplomatic group known as the Quartet, which includes the European Union, Russia and the United States, in search of the peace between the Palestinians and Israelis on the basis of the two-state solution.

The two-state solution, widely supported by the international community, means a secure Israel to live in peace with an independent State of Palestine.

“It is an essential condition, that tension provoking activities be ceased by all parties,” he said. “Israel’s continuing settlement activities in the Occupied Palestinian Territories are a critical sticking point. The resumption of talks has become tied to this issue.”

“Israel’s practice of demolishing Palestinian homes is a matter of concern and fuels resentment,” he said. “The continuation of this practice cannot contribute to confidence building or the peace process. It should be emphasized that Israel must not undertake actions that are contrary to the established rules of international law.”

Source: Xinhua Publish By [Thomas Whittle](#) Updated 16/10/2012 2:24 pm in [World / no comments](#)

**REQUIRED:-**

- (a) Define the following terms in relation to the conflict scenario
  - (i) Conflict (2 marks)
  - (ii) Peace (2 marks)
- (b) Identify the actors in this conflict. (3 marks)
- (c) At what stage is this conflict? Justify your answer. (5 marks)
- (d) Identify the level of this conflict. Justify your answer. (5 marks)
- (e) What are the causes of this conflict? (8 marks)
- (f) With the aid of a **conflict tree**, analyse this conflict. (15 marks)

## **SECTION B**

### **QUESTION 2**

How tenable is the view that aggression is genetically programmed into our human nature?

[20 marks]

### **QUESTION 3**

(a) Identify and explain the major causes of organisational conflict. [10 marks]

(b) Explain how the following tactics are used in dealing with organisational conflict

(i) Threats and promises [2 marks]

(ii) Toughness [2 marks]

(iii) Matching (Tit for Tat) [2marks]

(iv) Coalition formation [2 marks]

(v) Avoidance [2 marks]

### **QUESTION 4**

Discuss the view that both the scarcity and abundance of resources lead to protracted conflict.

[20 marks]

### **QUESTION 5**

Using relevant examples, discuss the four main types of violence according to Galtung(1969).

[20 marks]

### **QUESTION 6**

'Lack of peace has been cited as a major cause of lack of development in Africa.'

How far do you agree with this assertion?

[20 marks]

### **QUESTION 7**

'Men make war, women make peace.' Discuss.

[20 marks]

**END OF EXAMINATION**