

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT
STUDIES

BDS 202: CONFLICT AND CONFLICT RESOLUTION

DATE: 28TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

THE FRAGILE PEACE IN THE REPUBLIC OF KASHARA

The Republic of Kashara is a post-colonial nation comprised of two primary ethnic groups: the Zorians, who are a majority and have historically dominated the political and military spheres, and the Lydans, a significant minority concentrated in the resource-rich Eastern Province. For decades, tensions simmered over political representation and control of fertile agricultural land. The discovery of vast coltan deposits in the Eastern Province in the early 2000s dramatically escalated these tensions, introducing a new economic dimension to the conflict.

The 2020 general election was marred by allegations of fraud. When the Zorian incumbent was declared the winner, protests erupted in Lydan-majority areas. The government's violent crackdown on these protests marked the beginning of a swift escalation. What started as political violence quickly degenerated into inter-group conflict, characterized by targeted killings and ethnic cleansing. Militias formed on both sides, and the country plunged into a brutal civil war. The perception among Zorians, amplified by state media, was that they were defending national unity against secessionists, while the Lydans perceived their actions as a fight for survival and self-determination.

As the humanitarian crisis worsened, the neighboring superpower, the Republic of Acrux, which has significant economic interests in Kashara's coltan, pushed for a UN resolution authorizing a humanitarian intervention. A military intervention, led by Acrux, successfully halted the widespread violence. Simultaneously, international NGOs like the "Global Aid Initiative"

(GAI) arrived to provide emergency relief, fulfilling a key role of NGOs in humanitarian crises. Under international pressure, Zorian and Lydan leaders entered into international negotiations. After months of tense talks, a peace agreement was signed. The agreement established a power-sharing transitional government and laid out a roadmap for disarmament, demobilization, and reintegration (DDR) of combatants.

The post-conflict reconstruction phase has been fraught with challenges. The international community, led by Acrux, has poured in funds for rebuilding infrastructure, one of the key pillars of reconstruction. However, efforts at social reconstruction have faltered, as deep-seated mistrust and trauma persist between the Zorian and Lydan communities. The transitional government is struggling to establish good governance. Corruption is rampant, and the justice system is too weak to address past atrocities, creating a culture of impunity.

Acrux has heavily influenced the democratization process, pushing for a constitution that favors its own multinational corporations' access to coltan, leading many to accuse it of modern-day imperialism. Women's groups, largely excluded from the formal peace talks, have been instrumental in grassroots peace building, organizing community dialogues and reconciliation workshops. The GAI has shifted its focus from aid to development, implementing projects aimed at economic empowerment, but its objectives sometimes clash with local priorities and the weak state's capacity. Kashara remains in a state of fragile peace, with the root causes of the conflict still largely unaddressed.

Required:

- a) Critically evaluate four causes of conflicts at Kashara and suggest ways of resolving these conflicts
(8 marks)

- b)** Examine five challenges to post-conflict reconstruction in the case of Kashara

(10 marks)

- c)** Discuss the role of women in peace building at Kashan and the negative impact of their exclusion from the formal process

(7 marks)

QUESTION TWO

- a) Two colleagues, an 'Addresser' (who confronts issues directly) and a 'Concealer' (who avoids discussing feelings), are in disagreement. Describe the likely dynamic of their interactions based on these response styles. Then, evaluate the four ways to resolve conflict (Fight, Negotiate, Problem solve, Design) and argue which approach would be most effective for a manager to guide them toward a constructive solution

(10 marks)

- b) A manager faces a conflict between two teams with mismatched power dynamics and organizational demands. Evaluate the five conflict-handling approaches (competition, collaboration, avoidance, accommodation, compromise) and justify which would be most appropriate for achieving a lasting, positive outcome. Connect your chosen approach to the broader "Strategies for managing conflicts," such as establishing superordinate goals or altering communication channels

(5 marks)

QUESTION THREE

- a) Two team members' exhibit contrasting conflict styles: one uses a "competing" style, while the other uses an "accommodating" style. Analyze the likely consequences for their project and their professional relationship. **(10 marks)**
- b) An organization introduces a major operational change, leading to widespread disagreement. Identify and describe three distinct **levels of conflict** that could arise (e.g., intergroup, vertical, line-staff conflict). For each level, connect it to a specific source of conflict **(5 marks)**

QUESTION FOUR

- a) Host nation ownership is vital to success; reconciliation cannot be imported". Critically analyze this statement by explaining why externally imposed reconciliation processes often fail. Describe the specific roles international actors can play to support a culturally grounded and locally driven process without taking ownership away from the host nation **(10 marks)**
- b) Samuel P. Huntington's "three waves" of democratization suggests a global trend, but the process is not linear. Using the historical scenarios provided for nations like France or Germany, explain how their paths to democracy were marked by "frequent reversals" and conflict, illustrating that democratization is often a long and contested process rather than a single event **(5 marks)**

QUESTION FIVE

- a) The Age of Imperialism was driven by a combination of economic motives and technological superiority. Discuss the interplay between

Europe's need for raw materials to fuel its manufacturing centers and the advancements in military technology (like the machine gun) that gave European armies a decisive advantage over less-developed nations
(5 marks)

- b) Critique the potential pitfalls of international NGO operations in developing countries, specifically the criticism that their work may not be "harmonized or tailor-made to the countries preferences and peculiarities"
(10 marks)

QUESTION SIX

- a) A cornerstone of principled negotiation is to "focus on interests, not positions". Using a hypothetical international trade dispute, clearly define the difference between a "position" and an "interest." Explain how shifting the focus from entrenched positions to underlying interests allows negotiators to "invent options for mutual gain"
(5 marks)

- b) Compare and contrast "top-down" international peace building approaches with "bottom-up" indigenous or local practices. Why are local approaches often better suited to the cultural context? Explain how international actors can support these local peace processes without imposing external models that may not be effective
(10 marks)