INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BTHM
YEAR/SEM: YEAR 3/SEMESTER 1
COURSE CODE: GMT 3103
NAME: CONFLICT RESOLUTIONS AND NEGOTIATION IN TOURISM

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory

Question 1:

A case study about formal and informal structures in conflict resolution.

The tourism industry is prone to conflicts due to its complex and multifaceted nature. A notable example is the conflict that arose between local fishermen and a tourism development project in a small coastal town. The project, which involved the construction of a new resort and marina, threatened the fishermen's livelihoods and sparked protests. While formal structures such as government-led committees and public hearings were established to address the conflict, informal structures like community-led negotiations and social media campaigns played a crucial role in resolving the dispute.

Questions:

(a) Describe the potential sources of conflicts in the tourism industry (8 marks)

(b) Examine the formal structures like government-led committees contribute to conflict resolution in tourism development projects (9 marks)

(c) Examine the roles which informal structures like community-led negotiations should play in resolving conflicts in tourism development projects (9 marks)

(d) In your opinion, how can tourism developers balance the needs and interests of different stakeholders, including local communities and tourists in order to avoid conflicts (8 marks)

(e) Examine the strategies for managing conflicts and minimizing negative impacts in tourism development projects. (6 marks)

Question 2:

Lake Bunyonyi, a popular tourist destination in southwestern Uganda, is known for its stunning natural beauty and diverse wildlife. A local entrepreneur, Kakuru, has proposed the development of an eco-lodge on the lake's shores, which would offer luxury accommodations and activities such as birdwatching and boat tours.

However, the proposal has sparked intense conflict among local community members, tour operators, and environmentalists. The local community is concerned about the potential environmental impact of the development, including deforestation, water pollution, and

disruption of traditional fishing practices. Tour operators are worried that the eco-lodge will monopolize the local tourism industry and push them out of business. Environmentalists are concerned abo about the potential harm to the lake's fragile ecosystem and the impact on the local wildlife.

Questions

(a) Examine the underlying interests, needs, and concerns of each stakeholder group? How do these interests contribute to the conflict (10 marks)

(b) Examine the potential consequences of the eco-lodge development for the local community and environment? How can these consequences be mitigated (10 marks)

(c) Examine the negotiation strategies which could be employed to resolve the conflict (10 marks)

(d) Examine the potential long-term impacts of the conflict on the local tourism industry. (10 marks)

SECTION B

Atempt any THREE Questions from this Section.

Question 1:

Evaluate the impact of effective conflict resolution and negotiation on the tourism industry. Discuss the effectiveness of conflict resolution and negotiation in improving customer satisfaction, increase revenue, and enhance the reputation of tourism stakeholders. (20 marks)

Question 2:

Discuss the importance of identifying and understanding conflict issues in tourism. Provide examples of conflict issues that may arise in tourism and explain how identifying and understanding these issues can help resolve conflicts (20 marks)

Question 3:

Analyze the importance of conflict analysis in tourism conflict resolution. Provide examples of conflict analysis techniques and explain how they can help identify the root causes of conflicts (20 marks)

Question 4:

Discuss the challenges of conflict resolution in tourism. Provide examples of challenges that may arise and explain how tourism stakeholders can overcome them (20 marks)

Question 5:

Examine the importance of identifying conflict issues in the tourism industry? Provide examples of potential conflict issues and how they can be addressed (20 marks)

Question 6:

(a) Discuss the components of the conflict story(10 marks)

(b) Examine the importance of the conflict story in the tourism industry (10 marks)

Question 7:

(a) Discuss how emotions can escalate or de-escalate conflicts in the tourism industry (12 marks)

(b) Provide examples of emotional management strategies in conflict resolution (8 marks)

Question 8:

(a) Examine the components of the conflict story (10 marks)

(b) Examine the importance of the conflict story in the tourism industry (10 marks)

Question 9:

(a) Emotions play a significant role in conflict resolution. Provide examples of emotional management strategies that can be used to resolve conflicts between tourists, local communities, and tourism operators (12 marks)

(b) Examine the importance of emotional management in conflict resolution (8 marks)

Question 10:

(a)Discuss the factors that contribute to the escalation of conflicts in the tourism industry(10 marks)

(b)Discuss the steps to be followed by a mediator trying to resolve a conflict between two parties (10 marks)

Question 11:

Discuss the different ways organizations can reduce conflict that already exist (20 marks)

Question 12:

(a) Differentiate between formal and informal structures in conflict structures in tourism development (6 marks)

(b) Examine the contributions of formal structures to conflict resolution (14 marks)