



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND
DEVELOPMENT

END OF FIRST SEMESTER EXAMINATION JANUARY-APRIL 2026

HMD 326: NEGOTIATION AND CONFLICT MANAGEMENT IN HEALTHCARE

DATE: 8TH April 2026

TIME : Two (2) Hours Start-----5:00PM-----End...7:00PM...

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B

Read carefully the additional instructions preceding each section.

Section A: Attempt ALL QUESTIONS in this section (30mks)

1. Identify three (3) ways of implementing conflict management agreements during conflict resolution in healthcare organizations (3mks)
2. Highlight four (4) effects of dysfunctional conflicts in today's healthcare organizations (4mks)
3. Outline four (4) factors that should be considered in identifying alternative solutions to conflicting situations in healthcare organizations (4mks)
4. State four (4) ways of managing self-emotions when handling conflicts between parties (4mks)
5. List five (5) commonly used strategies to encourage open communication during conflict negotiation and management in healthcare (5mks)
6. Name five (5) institutional factors that may contribute to occurrence of conflicts in healthcare organizations (5mks)

7. Outline five (5) tactics that healthcare managers should avoid during the process of negotiation to resolve conflicts in their places of work (5mks)

SECTION B: Answer ANY TWO questions in this section (40mks)

8. You are the Chief Executive Officer (CEO) of Shif group of hospitals in Kenya. You have noted that one team of managers wanted the organization to introduce a new sportswear different in design, colour and model for staff gaming activities different from the one currently used. Another team of managers opposed the idea and wanted a continuation of the initially used sportswear citing a conflict of interest. Using relevant examples, describe five (5) ways in which you will engage the two teams of managers to amicably address this situation (20mks)
9. Conflict handling modes illustrate general intentions and not necessarily specific behaviors enacted in a conflict situation. These intentions intervene between peoples' perceptions, emotions and their behaviors. Using appropriate examples from the healthcare industry, explain five (5) intentions that conflicting parties should formulate to prevent escalation of conflicts in view of this statement (20mks)
10. Kurt Lewin views conflict as a psychological tension derived from subconscious feelings and thoughts influencing individual behavior in terms of their cognitive processes, emotions and actions. With refence to his views and using appropriate examples, discuss five (5) applications of this theory in managing conflicts in today's healthcare organizations (20mks)