



**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 SECOND SEMESTER EXAMINATION SEPTEMBER-DECEMBER 2025

HMD 326: NEGOTIATION AND CONFLICT MANAGEMENT IN HEALTHCARE

DATE: December 2025

TIME : Two (2) Hours Start-----End.....

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 the three (3) approaches to conflict management strategies (3mks)
2. Using relevant examples from healthcare, explain the two (2) levels of conflicts (4mks)
3. State four (4) main areas of physician-patient communication in medical practice (4mks)
4. Outline four (4) applications of Kurt Lewin's Psychological conflict theory in healthcare organizations (4mks)
5. Identify five (5) ways through which parties respond to conflicts in healthcare (5mks)
6. Highlight five (5) distinguishing characteristics between the classical and current perspectives of conflict management (5mks)
7. Outline five (5) elements of emotional intelligence that healthcare managers should consider when handling emotions during professional conflict management (5mks)

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

8. The government of Kenya in October 2024 introduced the Social Health Authority (SHA)/Social Health Insurance Fund (SHIF), a shift from the status quo of now the defunct National Health Insurance (NHIF). In the process of its transition, it has faced stiff resistance from almost all its stakeholders. Using relevant examples;
- (a) Explain five (5) reasons to justify why the new healthcare financing model is facing such resistance in the country (10mks)
 - (b) Describe any five (5) key factors that could have been considered to ensure successful and minimal resistance during this policy change (10mks)
9. It has been documented that healthcare managers always spend 20 percent of their time in dealing with conflicts in their respective organizations. Drawing examples from the healthcare industry, describe roles of healthcare managers in each of the five (5) stages of the conflict process model (20mks)
10. You have been selected to lead a team that has been tasked to end a long-lasting strike called by the Kenya Medical Practitioners, Pharmacists and Dentists Union (KMPDU) against the government of Kenya. Describe;
- a) Five (5) barriers that may hinder your team from successfully negotiating with the KMPDU representatives to end the strike citing appropriate examples (10mks)
 - b) Five (5) factors that may enable your team to successfully negotiate with the KMPDU representatives to end the strike citing appropriate examples (10mks)