



**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 SEMESTER EXAMINATION APRIL 2025**

**HMD 326: NEGOTIATION AND CONFLICT MANAGEMENT IN HEALTHCARE**

**DATE: 11<sup>TH</sup> APRIL 2025**

**TIME: Two (2) Hours      Start: 4:30 pm      End 6:30 pm**

**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 (30marks)**

1. Outline any four (4) key conflict negotiation skills that managers should possess (4mks)
2. State any four (4) benefits of effective physician-patient communication (4mks)
3. Using examples from the healthcare industry, explain the two (2) levels of conflicts in healthcare organizations (4mks)
4. Using an illustration, explain the linkage between conflict occurrence and organizational performance in the healthcare industry (4mks)
5. Highlight any four (4) ways in which modern day healthcare managers view conflict occurrence in their organizations (4mks)
6. Identify any five (5) ways of responding to conflicts in healthcare (5mks)
7. Outline any five (5) elements of emotional intelligence applicable in negotiation and conflict management (5mks)

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

8. You have been selected to lead the Health Administrative Officers in negotiating with the Government of Kenya for the implementation of their Collective Bargaining Agreement (CBA). With examples, discuss any five (5) tactics that you should avoid during this process (20mks)
9. Evidence has it that managers or administrators spend 20 percent of their time in dealing with conflicts in their organizations. Using an illustration and relevant examples, discuss the role of healthcare managers in managing the conflict process (20mks)
10. In all organizations, conflicts exist in situations where goals, interests and values of people are incompatible and block others' efforts to achieve their goals. Citing relevant examples, discuss any five (5) strategies you would use to resolve conflicts in your place of work (20mks)