



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT
END OF SEMESTER EXAMINATION MAY-AUGUST 2024

UNIT CODE: HSM 718 **UNIT NAME: HUMAN RESOURCES MANAGEMENT FOR HEALTH**

DATE: August 2024

TIME: Three Hours

Start:

Finish:

INSTRUCTIONS

1. This exam is marked out of 100 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (25 marks)
Section B: Long Answer Questions (75 marks)

SECTION A: COMPULSORY (25 Marks)

1. Describe, with the help of appropriate examples from your country, the process of recruitment, selection and evaluation of staff of all cadres in the public health system (15 marks)
2. Identify and explain the four broad based steps in Human Resources Planning (10 marks)

SECTION B: ANSWER ANY THREE (3) QUESTIONS (75 Marks)

1. Because of continuous changing socio-economic, technological and political conditions, the human resource managers of the future shall have to face more problems in the management of labor. The human resource managers of today may find themselves obsolete in the future due to changes in environment if they do not update themselves some of the important challenges which might be faced by the managers in the management of

- people in the health care business and industry. Based on this statement, what are the challenges before the human resources managers in the health sector? (25 Marks)
2. Employee appraisal is a mode of ensuring and reconfirming the relevance of a job and the employee to an organization.
 - a. Describe the concept of performance appraisal (5 marks).
 - b. Discuss any five (5) key methods of performance appraisal (20 marks).

 3. Hust Health services has a family-style work environment and an established “promotion-from- within” policy. There is also a strong emphasis on teamwork, where helping one another is the norm, even between employees across departments. The top management reinforces this teamwork culture at Hust Health services. The organization also has a very flat structure, where the staff feels comfortable approaching their superiors to discuss their problems or suggestions for improvements. Job openings for the firms’ staff are advertised in the newspaper, as well as through recruitment notices at Hust Health services affiliates. Applicants who respond to the advertisements are invited for interviews. Applicants go through two rounds of interviews—one with the HR Manager and one with the Operations Manager. Job applicants are screened primarily for their level of commitment and willingness to work shifts. Other desirable qualities include integrity, diligence, and honesty. Prior experience in the health services (apart from specialists) industry is not essential. The HR Manager believes that if an applicant is committed and willing to learn, the necessary skills to excel in the job can easily be developed. Successful applicants then go through 2 weeks of training and remain on probation. Most of the staff are full-time workers, with some part-time staff hired to complement the full-time staff when they go on vacation or become ill. The usual operating hours of each outlet are 24-hour cycle and the staff work 8-hour shifts. The main challenge Hust Health services faces is recruiting employees with the right attitude, and commitment to the firm. Some applicants are unwilling to work shifts, making it difficult to hire them; shift work is inevitable in the health industry.
 - a. Discuss the advantages and disadvantages of recruiting through an internal search (promotion-from-within)? (5 marks)
 - b. Good attitude and commitment are two important attributes the firm looks for in prospective employees. (5 marks)
 - i. Is a job interview an effective method to assess these two attributes? (5 marks)
 - ii. How else can the firm get reliable information about these two attributes? (5 marks)
 - c. What suggestions would you make to the firm to improve its recruiting and selection processes? (5 marks)

 4. Discuss the role of rewarding (not remuneration) towards motivating health care workers in developing countries (25 marks).

 5. Discuss any five (5) major factors that are contributors and determinants of the global health workforce crisis post covid (25 marks)