



**AMREF INTERNATIONAL UNIVERSITY**

**SCHOOL OF PUBLIC HEALTH**

**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**

**MASTER OF SCIENCE IN BIOETHICS / MASTER OF SCIENCE IN HEALTH  
SYSTEMS MANAGEMENT/ MASTER OF SCIENCE IN HEALTH PROFESSIONS  
EDUCATION**

**END OF SEMESTER EXAMINATION SEPTEMBER-DECEMBER 2024**

**UNIT CODE: HPE 743: STRATEGIC PLANNING AND MANAGEMENT OF HUMAN  
RESOURCES FOR HEALTH**

**DATE:** December 2024

**TIME:** THREE HOURS

**Start:** 5:30 pm

**Finish:** 8h30

**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: (Short Answer Questions)**

**COMPULSORY (25 Marks)**

- Q1. (a) Define the term Human Resources for Health (HRH) (1 marks)
- (b) Outline its importance in the healthcare system. (2 marks)
- Q2 a) Identify any **THREE** key principles of Human Resources for Health. (3 marks)
- b) Explain the contribution of the above stated key principles to sustainable healthcare. (3marks)
- Q3. a) Describe any **THREE** main components of a plan for Human Resources for Health (HRH). (3marks)
- b) Describe the WHO health action framework for planning and managing Human Resources for Health. (2 marks)
- Q4) Explain the concept of **skill mix** and its relevance to effective healthcare delivery. (3marks)
- Q5) Explain the application of task-shifting and task-sharing to maximize HRH performance. (3marks)
- Q6) Identify any **TWO** benefits of distribution of health workers particularly in rural settings. (2marks)
- Q7) Outline the **SIX** workforce Imbalances experienced in health systems (3 marks)

**SECTION B (Long Answer Questions)**

**ANSWER ANY THREE (3) QUESTIONS (75 Marks)**

- Q8 a) Discuss **ANY FIVE** approaches for maximizing the performance of health workers, with a focus on leadership and management practices. (15 marks)
- b) Explain the role of Continuous Professional Development (CPD) in ensuring a competent healthcare workforce. (10 marks)
- Q9 a) Explain the impact of economic factors and disease burden on the demand for health workers. (10 marks)

- b) Describe **ANY FIVE** main challenges in HRH planning and development in the Kenyan health system and outline how can they be addressed at the national level. **(15 marks)**

Q10) The improvement collaborative is a major new approach for rapidly improving the quality and efficiency of healthcare. Explain the application of this approach in trying to improve healthcare of a County. **(25marks)**

Q11) You have been selected to head a team tasked with HRH planning and development in healthcare facilities of a given region. Explain the procedure for formulating the strategic plan to improve the supply of human resources for health in this underserved region. **(25 marks)**

Q12 a) Discuss the contribution of labour laws and employment equity to better HRH management **(10 marks)**

- b) Explain the contribution of technological advancements in both increasing and decreasing the demand for specific health professionals **(15 marks)**

AMU