



**AMREF INTERNATIONAL UNIVERSITY**

**SCHOOL OF PUBLIC HEALTH**

**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**

**MASTER OF SCIENCE IN HEALTH PROFESSIONS EDUCATION**

**END OF SEMESTER EXAMINATION SEPTEMBER-DECEMBER 2025**

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

**DATE:** XX December, 2025

**TIME:** THREE HOURS      **Start: 5:30 PM**      **Finish 5:30PM**

**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 Human Resources for Health (HRH) **(1 marks)**

(b) Explain three ways in which the HRH planning contributes to achieving Sustainable Development Goal 3 (SDG 3). **(3 marks)**

Q2 a) Outline the guiding principles of HRH planning and development, indicating their relevance to health systems in low- and middle-income countries. **(7 marks)**

b) Outline the strategic steps in planning for HRH, and discuss how each step contributes to improved workforce efficiency and quality of care. **(9 marks)**

Q3a) Outline three ways in which task-shifting and task-sharing be used to maximize HRH performance? **(3marks)**

b) Explain one way in which the distribution of health workers affects healthcare outcomes, particularly in rural areas **(2marks)**

**SECTION B (Long Answer Questions)**

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

Q4 a) Discuss the process of formulating a Human Resource for Health Policy, emphasizing stakeholder involvement and consensus-building. **(15 marks)**

b) Critically examine the role of monitoring, evaluation, and feedback mechanisms in the successful implementation of HRH policies. **(10 marks)**

Q5 a) Outline the strategic steps in planning for HRH, and discuss how each step contributes to improved workforce efficiency and quality of care. **(15 marks)**

b) As a consultant for a national Ministry of Health, propose a framework for conducting a health workforce situation analysis, highlighting key data sources and analytical tools. **(10 marks)**

Q6 a) Discuss the approaches for maximizing performance of the health workforce, referencing WHO recommendations and examples from African contexts. **(10 marks)**

b) Explain five ways in which motivation and good leadership practices influence workforce productivity and retention in the health sector. **(15 marks)**

Q7) a) Describe the core components of an HRH strategic plan, indicating their alignment with national health priorities. **(10 marks)**

b) Analyze five ways in which the financial, institutional, and governance constraints affect implementation of HRH strategic plans. **(10 marks)**

c) Critically analyze the challenges affecting HRH supply and demand in developing countries. **(10 marks)**

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