



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**  
**MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**

**MAIN EXAMINATION APRIL 2026**

**HSM 718: HUMAN RESOURCES MANAGEMENT IN HEALTH**

**DATE:** APRIL, 2026

**TIME:** THREE HOURS      **Start: 5:30PM**      **Finish 8:30PM**

**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) Distinguish between Human Resource Management (HRM) and Human Resource Development (HRD) in the health sector. **(2 marks)**

(b) Explain three key functions of human resource management in health organizations. **(6 marks)**

Q2) State three causes of low job satisfaction among health workers. **(3 marks)**

Q3. a) State three components of a Human Resource for Health (HRH) policy. **(4 marks)**

b) Identify three indicators used in health workforce needs assessment. **(2 marks)**

Q4) Identify three elements of a job description. **(3 marks)**

Q5) Define human resource planning and explain its relevance in health systems strengthening. **(5 marks)**

**SECTION B (Long Answer Questions)**

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

Q6 a) Discuss the process of recruitment and selection of health personnel in public health institutions. **(15 marks)**

b) Evaluate five roles of performance appraisal in improving health worker productivity and service quality. **(10 marks)**

Q7 a) Discuss the importance of terms and conditions of service in motivating and retaining health personnel. **(10 marks)**

b) Examine the role of professional associations and regulatory bodies in human resource management in health. **(15 marks)**

Q8a) Health workers in a county health system are experiencing high turnover, low morale, and frequent industrial actions. As a Human Resource Manager:

a) Analyze five possible HRM-related causes of this situation. **(10 marks)**

b) Propose a comprehensive HRM intervention plan to address the challenges. **(15 marks)**

Q9) Evaluate the relationship between leadership, communication, and effective human resource management in health systems. Use ten practical examples to support your discussion. **(25 marks)**