



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND
BACHELOR OF SCIENCE IN COMMUNITY HEALTH
MAIN END OF SEMESTER EXAMINATION AUGUST 2025
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
UNIT CODES: HMD 315 AND CHP 332

UNIT NAME: HMD 315 HUMAN RESOURCE MANAGEMENT

DATE: 15 AUGUST 2025

TIME: 2 HOURS

Start: 4:30 AM

Finish: 6:30 PM

INSTRUCTIONS

1. This exam is marked out of 70 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (30 marks)
Section B: Long Answer Questions (40 marks)

SECTION A: COMPULSORY (30 Marks)

Short Answer Questions: Answer all questions.

1. State the relationship between human resources management (HRM) and human resources development (HRD) in the health sector (2 marks).
2. Distinguish between Retention and Recruitment in human resources management practices, giving an example of each (2 marks).
3. Identify two action fields that strengthen the human resources for health action framework (2 marks).
4. Explain the meaning of the following terms related to health policy development:
 - a. Human capital management (1 mark).
 - b. Human resources for health (1 mark).

5. Highlight two differences between scenario and action planning in managing human resources for health (2 marks).
6. State two reasons why the Workload Indicators of Staffing Need (WISN) is a simple planning tool for health managers (2 marks).
7. Highlight the meaning of the following terminologies used in human resources management.
 - a) Job design (2 marks)
 - b) Job analysis (2 marks)
 - c) Job description (2 marks)
8. State one factor that underpins performance management of human resources for health according to each of the following theories.
 - a) Control theory (2 marks)
 - b) Goal theory (2 marks)
9. State two tools managers use to assess the performance of human resources for Health (2 marks).
10. Highlight two functions of human resources for health policies (4 marks).
11. Identify two objectives of labour laws in human resources for health management (2 marks)

SECTION B

ANSWER ANY TWO (2) QUESTIONS (Total 40 Marks)

Long Answer Questions

12. **Case Scenario (20 marks):** Read the following case study carefully and answer the questions below:
The Nairobi County Health Department has recruited a new Human Resources for Health Manager. You've been appointed as the advisor to the HRH Performance and Incentives Management Committee. Your role is to guide the Committee to develop a performance management cycle and an incentive criterion for the Department.
 - a) Outline the five steps of the performance management cycle that will form your advice to the Committee (10 marks).
 - b) One of the roles of effective incentives is to improve the performance of existing employees.
 - a. Explain the five-step approach for developing an effective incentive package (10 marks).

13. As a leader in Kenya's health system, you are concerned that by 2050, the country will experience a severe shortage of health workers. You are aware that evidence suggests a failure in human resources management to plan for adequate staffing levels, among other factors.

- a) Outline the framework for producing human resources for health to ensure a ready pipeline for the required health workers in adequate numbers and skill sets (10 marks).
- b) Explain the five benefits of HRD in ensuring availability, accessibility, acceptability, and quality of the health workforce once deployed in their respective workplaces (10 marks).

14. Human resources for health policy is a vital tool for decision making in ensuring health workers are effectively managed for effective health care services **(20 marks)**.

- a) Differentiate between an HRH policy and an HRH plan (4 marks).
- b) Describe the various components of the HRH policy (10 marks)
- c) State two approaches for developing HRH policy (2 marks)
- d) Highlight two categories of stakeholders for HRH policy development (4 marks)

End.