



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

MAIN EXAMINATION AUGUST 2026

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

DATE: 7th AUGUST, 2026

TIME: THREE HOURS

Start: 5:00PM

Finish 8:00PM

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) Explain four benefits of a strong Human Resource Management system in a health organization. (4 marks)

(b) Distinguish between human resource planning and human resource policy formulation. (2 marks)

Q2) Outline four responsibilities of the professional regulatory bodies in human resource management for health. (2 marks)

Q3. a) Outline four steps involved in Human Resource Needs Assessment (4 marks)

b) Identify four factors that influence staffing needs in health facilities. (4 marks)

Q4) State three principles that should guide employee compensation and benefits. (3 marks)

Q5. Identify any three common occupational risks in healthcare and for each state the relevant Risk Mitigation (6 marks)

SECTION B (Long Answer Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Q6) Discuss the following processes of procuring health personnel in a County health system;

i) Recruitment, ii) Selection iii) Deployment, and placement. (15 marks)

b) Discuss the relationship between staff motivation, job satisfaction, and employee retention in healthcare organizations. (10 marks)

Q7) The Ministry of Health intends to develop a five-year Human Resource for Health Strategic Plan.

a) Describe five steps involved in developing the strategic plan. (10 marks)

b) Explain the following components of Human Resource for Health strategic Plan. (15 marks)

i) Monitoring ii) Evaluation iii) Financial planning

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 each of the stated challenges. (15 marks)

Q9) A public hospital has received complaints regarding unfair recruitment practices and lack of transparency in promotions.

a) Discuss two HR principles that have been violated. (8 marks)

b) Recommend six measures to ensure fair recruitment and career progression. (12 marks)

Q10) Using five practical examples evaluate the relationship between leadership, communication, and effective human resource management in health systems. (25 marks)

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