



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**  
**MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**  
**MAIN EXAMINATION SEPTEMBER-DECEMBER 2025**

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

**DATE: XX DECEMBER, 2025**

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

**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. Outline any THREE key management functions that are essential in effective human resources for the health sector **(3 marks)**
- Q2. a) Explain three socio-economic factors that influence human resource planning for health **(3 marks)**
- b) Explain THREE challenges affecting human resources for health in Sub-Saharan Countries **(3 marks)**
- Q3) Describe the process of human resource needs assessment in the health sector **(4 marks)**
- Q4 (a) Outline the major components of Human Resource for Health planning policy **(6 marks)**
- (b) Explain the roles of various stakeholders in the implementation of Human Resource for health planning policy. **(12 marks)**

**SECTION B (Long Answer Questions)**

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

- Q5 a) Develop a strategic plan framework for Human Resources for Health (HRH). **(10 marks)**
- b) Discuss the institutional challenges that often hinder successful implementation of HRH strategic plans in developing Countries. **(15 marks)**
- Q6) a) Discuss five leadership skills that can enhance motivation, teamwork, and staff performance in health organizations. **(10 marks)**
- b) Propose strategies that can improve career progression and staff retention in public health institutions. **(15 marks)**
- Q7) a) Analyze the recruitment, selection, and performance appraisal processes as applied in the health sector. **(15 marks)**

b) Evaluate the impact of job satisfaction on organizational performance, with five examples from the health field. **(15 marks)**

Q8 a) Discuss a framework for identifying human resource gaps in a national health system. **(15 marks)**

c) Explain five ways in which labor laws influence HRM practices in health institutions. **(10 marks)**

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