



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS
BACHELOR OF SCIENCE IN HEALTH SYSTEM MANAGEMENT AND
DEVELOPMENT
END OF SEMESTER EXAMINATIONS APRIL 2026**

HMD 412 REWARD AND PERFORMANCE MANAGEMENT

DATE: 7th APRIL, 2026

TIME: 2 Hours

Start: 5.00PM

Finish: 7.00PM

INSTRUCTIONS

1. This exam is out of 70 marks
2. The Section A is compulsory with a Total of 30 Marks
3. Answer any TWO (2) questions in Section B
4. The exam shall take 2 hours

SECTION A: SHORT ANSWER QUESTIONS
ANSWER ALL QUESTIONS – 30 MARKS

1. Define the terms below:
 - a) Performance management (3 marks)
 - b) Total rewards (3 marks)
 - c) Supportive supervision (3 marks)
2. Identify the four components of the balanced scorecard (4 marks)
3. Mention five strategies to improve the work environment (5 marks)
4. Explain the following can be used to build relationships in a work environment
 - a) Communication skills (2 marks)
 - b) Empathy (2 marks)
 - c) Networking (3 marks)
5. Describe the two transactional rewards giving examples (8 marks)

SECTION B: LONG ANSWER QUESTIONS
ANSWER ANY TWO QUESTIONS – 40 MARKS

6. Discuss the 4-stage performance management cycle (20 marks)
7. **Case: Karibu County Referral Hospital**
Karibu County referral hospital is characterized by perennial staff shortages, delayed salaries, broken equipment, weak supervision, and high staff turnover.
 - a) Explain any two work environment problems from the case (4 marks)
 - b) Evaluate how the two challenges described in (a) above affect employee performance (6 marks)
 - c) Propose two management strategies to address the problems identified in (a) (4 marks)
 - d) Describe two appropriate rewards that can improve staff motivation in the facility. (6 marks)
8. Analyze the following supervisory skills
 - a) Technical competence (5 marks)
 - b) Listening (5 marks)
 - c) Decision making (5 marks)
 - d) Courage (5 marks)