



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

HMD 412 REWARD AND PERFORMANCE MANAGEMENT

DATE: 3rd AUGUST, 2026

TIME: 2 Hours **Start:** 5.30PM **Finish:** 7.30PM

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 appraisal (3 marks)
 - b) Total rewards (3 marks)
2. Name the six steps of performance management as applied in Kenyan public health facilities (6 marks)
3. Explain two appraisal biases that commonly affect fairness in staff evaluations (6 marks)
4. List the five elements of a health work environment (5 marks)
5. Rewards can be categorized into two broad categories: transactional and relational rewards.
 - a) Differentiate between transactional rewards and relational rewards (5 marks)
 - b) Give one example each of a transactional reward and a relational reward in the health sector (2 marks)

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

6. Case: Digital Health Project

You manage a digital health project team comprising Nairobi office staff, County-based remote staff, and international consultants. Recently, communication has declined, deadlines are missed, and the team morale is low.

- a) Identify four work environment problems that exist in this project team (4 marks)
- b) As the manager, discuss two strategies you would implement to address these problems (8 marks)
- c) Justify two ways you would measure improvement in team morale (8 marks)

7. Case: Mbali County Referral Hospital

Mbali County Referral Hospital is a Level 4 county hospital. It reports high staff turnover, weak supervision, and poor alignment of staff targets with county health priorities.

- a) Analyse two performance management gaps in this facility (5 marks)
- b) Recommend three practical strategies to strengthen performance management and appraisal systems (9 marks)
- c) Discuss two ways which supportive supervision could improve patient outcomes (6 marks)

8. Design an effective reward package for community health promoters in Kenya, ensuring sustainability and alignment with health system goals. (20 marks)