



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT
MAIN EXAMINATION MAY-AUGUST202

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

DATE: 5 AUGUST 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. (a) Explain the following terms as used in Human Resources for Health (HRH):

- i. Human Resources for Health
- ii. Strategic HRH planning

(4 marks)

(b) Briefly describe any **FOUR** critical management functions in HRM for health systems.

(4 marks)

Q2. a) Outline any **FOUR** challenges affecting human resources for health in low- and middle-income countries

(4 marks)

b) Highlight **THREE** key guiding principles in the development of HRH strategies.
(3 marks)

Q3) State any **TWO** roles played by various government organs in planning and implementing HRH policies. **(2marks)**

Q4) Explain the application of task-shifting and task-sharing to maximize HRH performance. **(4marks)**

Q5) Outline **FOUR** workforce Imbalances experienced in health systems **(4 marks)**

SECTION B (Long Answer Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Q6 a) Explain **FIVE** approaches for maximizing the performance of health workers, with a focus on leadership and management practices. **(15 marks)**

b) Examine the components and functions of an effective performance appraisal system for health workers. Provide examples relevant to public sector health systems.

(10 marks)

Q7) Discuss the relationship between human resources management (HRM) and improved health service delivery. In your answer, explain how HRM can contribute to:

- i. Staff motivation
- ii. Improved patient outcomes

iii. Efficiency and cost-effectiveness

(25 marks)

Q8a) **Scenario Analysis:** A country has faced a significant loss of skilled health personnel due to brain drain and poor working conditions. As a policy advisor:

- i. Analyze the factors contributing to brain drain in the health sector. (5 marks)
- ii. Recommend policy-level interventions to reverse this trend. (5-marks)
- iii. Propose methods to improve job satisfaction and reduce attrition rates among remaining staff. (5 marks)

b) Describe the procedure for formulating the strategic plan to improve the supply of human resources for health in this underserved region. (10 marks)

Q10 a) **Case Study:** You are part of a taskforce developing an HRH strategic plan for a low-income county facing a high disease burden and limited health workforce.

- i. Outline the steps you would take to conduct a health workforce needs assessment. 5 marks
- ii. Propose three key strategies to attract and retain healthcare workers in underserved rural areas. 5 marks
- iii. Discuss how you would ensure stakeholder engagement and accountability during implementation. 5 marks

b) Discuss the formulation process of a Human Resources for Health (HRH) policy. Your response should cover:

- i. Rationale for policy development 2 marks
- ii. Key stakeholders involved 2 marks
- iii. Financial and legal considerations 3 marks
- iv. Monitoring and evaluation mechanisms 3 marks