



ZIMBABWE

**MINISTRY OF HIGHER AND TERTIARY EDUCATION,
INNOVATION, SCIENCE AND TECHNOLOGY
DEVELOPMENT**

**HIGHER EDUCATION EXAMINATIONS COUNCIL
(HEXCO)**

NATIONAL CERTIFICATE

IN

HEALTH SERVICES MANAGEMENT

SUBJECT: Resources Management

PAPER NO: 380/22/M03

DURATION: 3 hours

MAY/JUNE 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.**
- 2) Each question carries 20 marks.**

This paper consists of 2 printed pages.

PAPER NO: 380/22/M03 -RESOURCES MANAGEMENT

QUESTION 1

Explain any five (5) reasons why procurement of goods and services for health institutions should be regulated. (20 marks)

QUESTION 2

Outline any five (5) factors considered when prioritising trips and activities in transport management. (20 marks)

QUESTION 3

Explain the importance of each of the following:

- | | |
|----------------------------------|-----------|
| a) Asset register | (4 marks) |
| b) Master asset register | (4 marks) |
| c) Departmental register | (4 marks) |
| d) Inventory sheet | (4 marks) |
| e) Physical inspection of assets | (4 marks) |

QUESTION 4

Explain any five (5) reasons why a hospital accommodation policy is important. (20 marks)

QUESTION 5

Outline any five (5) reasons why induction is important to new healthcare workers. (20 marks)

QUESTION 6

Outline the performance appraisal process. (20 marks)

QUESTION 7

Outline any five (5) roles of a Health Services Administrator in procurement. (20 marks)

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HEALTH SERVICES MANAGEMENT

MODULE: Resources Management

PAPER NO: 380/22/M03

DURATION: 3 Hours

OCTOBER/NOVEMBER 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer any five (5) questions.**
- 2. Each question carries twenty (20) marks.**

This paper consists of 2 printed pages.

QUESTION 1

Outline any six (6) factors to be considered when selecting a supplier of goods and services in hospital procurement. (20 marks)

QUESTION 2

State and explain any five (5) reasons why accidents involving hospital vehicles should be investigated. (20 marks)

QUESTION 3

State and explain five (5) components of a master register and their importance. (20 marks)

QUESTION 4

State and explain any six (6) issues addressed by an accommodation policy. (20 marks)

QUESTION 5

List and explain any five (5) qualities of a good supervisor. (20 marks)

QUESTION 6

Outline six (6) methods used to identify competence gaps in workers. (20 marks)

QUESTION 7

Explain any five (5) responsibilities of a health service administrator in transport management. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Health Services Administration PAPER NO: 380/22/M02

DURATION: 3 hours

OCT/NOV 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATES

- 1. Answer any five (5) questions.**
- 2. Each question carries 20marks.**

This paper consists of 2 printed pages.

PAPER NO: 380/22/M02 – HEALTH SERVICES ADMINISTRATION

QUESTION 1

- a) Identify and explain the levels of health care in Zimbabwe. (20marks)

QUESTION 2

- a) Explain any ten (10) roles of a Health Services Administrator. (20marks)

QUESTION 3

- a) Explain any five (5) benefits of conceptual skills. (20marks)

QUESTION 4

- a) Highlight six (6) reasons why planning is important in health Service management. (20marks)

QUESTION 5

- a) Identify and explain any five (5) functions of an office. (20marks)

QUESTION 6

- a) Outline the roles of the following stakeholders in health service delivery.
- i) Patients (5marks)
 - ii) Families (5marks)
 - iii) Suppliers (5marks)
 - iv) Health workforce (5marks)

QUESTION 7

- a) Give any five (5) reasons why health professionals and health institutions should be registered. (20marks)

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HEALTH SERVICES MANAGEMENT

MODULE: Health Services Administration

PAPER NO: 380/22/M02

DURATION: 3 Hours

MAY/JUNE 2024 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer five (5) Questions

This paper consists of 2 printed pages.

QUESTION 1

Describe measures a health services administrator would put in place to ensure an efficient transport system at a District hospital. (20 marks)

QUESTION 2

Outline how the hospital administrator can ensure a motivated workforce in health service organisations. (20 marks)

QUESTION 3

Performance appraisal is an important management tool. Outline the performance management process. (20 marks)

QUESTION 4

- a) Define any four (4) stakeholders in health care organisations. (8 marks)
- b) Describe the roles of the health services administrator in meeting the needs of stakeholders. (12 marks)

QUESTION 5

- a) Define leadership. (2 marks)
- b) List three (3) main types of leadership styles. (6 marks)
- c) Outline any four (4) characteristics of an effective leader. (12 marks)

QUESTION 6

Explain the relevance of policies in health service organisations. (20 marks)

QUESTION 7

Describe the roles and responsibilities of a health services administrator in promoting an effective team in health services organisations. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Health Services Administration

PAPER NO: 380/25/M02

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer any five (5) questions.

This paper consists of 3 printed pages.

QUESTION 1

Explain any five (5) functions of the Health Profession Authority of Zimbabwe.
(20 marks)

QUESTION 2

Elaborate any five (5) factors necessary for maintaining good relations with healthcare stakeholders.
(20 marks)

QUESTION 3

Identify and explain any five (5) office etiquette practices expected of a Health Services Administrator.
(20 marks)

QUESTION 4

Explain any five (5) reasons why a Health Services Administrator should have human skills.
(20 marks)

QUESTION 5

(a) Define the following terms as applied in health services administration.

(i) planning (2 marks)

(ii) organising (2 marks)

(iii) leading (2 marks)

(iv) flat system (2 marks)]

(v) bureaucracy (2 marks)

(b) Briefly explain any five (5) reasons why a patient centred approach is important in health services administration.
(10 marks)

QUESTION 6

Identify and explain any five (5) components of a health care system.
(20 marks)

QUESTION 7

- (a) Define the term health services. (2 marks)
- (b) Identify and explain any six (6) preventive services in Zimbabwe. (18 marks)

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IN

HEALTH SERVICES MANAGEMENT

**MODULE: Communicable and Non-
Communicable Diseases**

PAPER NO: 380/22/M05

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five questions.
2. Each question carries 20 marks.

This paper consists of 2 printed pages.

PAPER NO: 380/22/M05 – COMMUNICABLE AND NON-COMMUNICABLE DISEASES

QUESTION 1

Explain the following: -

- (a) Incubation period (4 marks)
- (b) Eradication (4 marks)
- (c) Infection (4 marks)
- (d) Disease prevalence (4 marks)
- (e) Communicable disease (4 marks)

QUESTION 2

Explain any six effective preventive measures for tuberculosis. (20 marks)

QUESTION 3

Outline the concepts of the Health Belief Model. (20 marks)

QUESTION 4

Explain any five aims of conducting a health education needs assessment. (20 marks)

QUESTION 5

State and explain six reasons why Non –Communicable Diseases are a major concern to Public Health. (20 marks)

QUESTION 6

Identify and explain any five stakeholders and their roles in disease prevention and control. (20 marks)

QUESTION 7

Explain any six skills needed when delivering health education. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Resources Management

PAPER NO: 380/22/M03

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATES

1. Answer any five (5) questions.
2. All questions carry 20 marks each.

This paper consists of 2 printed pages.

QUESTION 1

Explain any five (5) functions of the procurement management Unit (PMU).
(20 marks)

QUESTION 2

Elaborate on the importance of an effective transport system in health service organisations.
(20 marks)

QUESTION 3

Discuss the role of asset management in improving health care outcomes.
(20 marks)

QUESTION 4

Elaborate on five (5) factors to be considered when allocating accommodation to stakeholders in health services.
(20 marks)

QUESTION 5

Outline six (6) qualities of an effective supervisor.
(20 marks)

QUESTION 6

Describe in detail the relevance of induction in health care services.
(20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Primary Health care

PAPER NO: 380/25/M01

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATES

Answer any five (5) questions.

This paper consists of 3 printed pages.

QUESTION 1

Describe any six (6) elements of a community health profile. (20 marks)

QUESTION 2

Identify and explain any five (5) innovative approaches that can be implemented to primary health care programmes. (20 marks)

QUESTION 3

- a) State and explain any five (5) benefits of adopting the primary health care strategy. (15 marks)
- b) List any five (5) metrics used to evaluate Primary health care services. (5 marks)

QUESTION 4

Highlight any four (4) activities for each of the following PHC components:

- a) Health education (4 marks)
- b) Maternal and child health (4 marks)
- c) Immunisation (4 marks)
- d) Prevention and control of endemic disease (4 marks)
- e) Food security and nutrition (4 marks)

QUESTION 5

Elaborate on any five (5) barriers to effective community participation. (20 marks)

QUESTION 6

Discuss any five (5) factors that promote an effective multisectoral collaboration. (20 marks)

QUESTION 7

(20 marks)

Explain any six (6) types of health interventions.

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Occupational Health and Safety PAPER NO: 380/22/M04

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

Answer any five (5) questions.

This paper consists of 2 printed pages.

QUESTION 1

Highlight five (5) ways in which education and training can help in prevention of accidents. (20 marks)

QUESTION 2

Explain any five (5) characteristics of dangerous chemicals. (20 marks)

QUESTION 3

Outline any five (5) measures that can be put in place to minimise accidents in health institutions. (20 marks)

QUESTION 4

State and explain six (6) ways of limiting noise effects at a work place. (20 marks)

QUESTION 5

Outline five (5) reasons why a first aid facility is important at a workplace. (20 marks)

QUESTION 6

Workers in work places are also to blame for some accidents. Give six (6) reasons in support of this assertion. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

SUBJECT: Health Services Administration PAPER NO: 380/22/M02

DURATION: 3 Hours

JUNE 2026 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five questions.
- 2) Each question carries twenty (20) marks.

This paper consists of 2 printed pages.

QUESTION 1

Outline any five (5) categories of health services in Zimbabwe. (20 marks)

QUESTION 2

Explain any six (6) functions of the Administration Department. (20 marks)

QUESTION 3

Explain how team building skills contribute to health service delivery. (20 marks)

QUESTION 4

Describe any five (5) stages of planning. (20 marks)

QUESTION 5

Identify and explain any five (5) methods of file classification. (20 marks)

QUESTION 6

Explain any six (6) feedback and suggestion mechanisms that can be used in healthcare. (20 marks)

QUESTION 7

Explain any five (5) reasons why confidentiality is important in the delivery of health services. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Primary Health Care

PAPER NO: 380/22/M01

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five (5) questions.
2. Each question carries 20 marks.

This paper consists of 2 printed pages.

QUESTION 1

Explain any six (6) dimensions of health

(20 marks)

QUESTION 2

Discuss any five (5) issues that were raised in the Alma-Ata Declaration.

(20 marks)

QUESTION 3

Identify and explain any two (2) targets for each of the following components:

- a) Health education (4 marks)
- b) Expanded programme for immunisation (4 marks)
- c) Provision of safe water and sound sanitation. (4 marks)
- d) Nutrition (4 marks)
- e) Maternal and Child health (4 marks)

QUESTION 4

State and explain any six (6) characteristics of appropriate technology.

(20 marks)

QUESTION 5

State and explain any five ways of promoting community participation.

(20 marks)

QUESTION 6

Explain five (5) sources of information used to collect information in community diagnosis. (20 marks)

QUESTION 7

Identify and explain six (6) programmes done in Zimbabwe aimed at achieving Sustainable Development Goal 3. (20 marks)

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IN

HEALTH SERVICES MANAGEMENT

MODULE: Communicable and Non - PAPER NO: 380/22/M05
Communicable diseases

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

1. Answer any five questions.
2. Each question carries 20 marks.

This paper consists of 2 printed pages.

PAPER NO: 380/22/M05 – COMMUNICABLE AND NON COMMUNICABLE DISEASES

QUESTION 1

Explain the chain of transmission for the following:

- (a) Cholera (10 marks)
- (b) HIV/AIDS (10 marks)

QUESTION 2

Identify any five stakeholders and their responsibilities in disease prevention. (20 marks)

QUESTION 3

Explain any six characteristics of non –communicable diseases. (20 marks)

QUESTION 5

State and explain five measures to be taken in community based diseases control and prevention. (20 marks)

QUESTION 6

Outline steps followed in planning and implementing health education campaign for preventing disease. (20 marks)

QUESTION 7

State and explain any five qualities of a good health educator. (20 marks)

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HEALTH SERVICES MANAGEMENT

MODULE: Health Services Administration PAPER NO: 380/22/M02

DURATION: 3 Hours

NOVEMBER/DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1) Answer any five (5) questions.
- 2) Each question carries 20 marks.

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QUESTION 1

Identify and explain levels of healthcare in Zimbabwe with special reference to services offered and health workers at each level. (20 marks)

QUESTION 2

Briefly explain any five determinants of office layout. (20 marks)

QUESTION 3

Highlight any five (5) roles of a Health Services Administrator in Transport Management. (20 marks)

QUESTION 4

Explain five (5) reasons why regulatory compliance is important for healthcare institutions. (20 marks)

QUESTION 5

Identify and explain five (5) reasons why proper record keeping is important for a Health Service Administrator. (20 marks)

QUESTION 6

Explain any five (5) benefits of technical skills to a Health Services Administrator. (20 marks)

QUESTION 7

Highlight five (5) strategies to improve clients experience under the following areas:

- a) Booking and scheduling of appointments. (10 marks)
- b) Access and retrieval of patient records. (10 marks)

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IN

HEALTH SERVICES MANAGEMENT

SUBJECT: Occupational Health and Safety PAPER NO: 380/22/M04

DURATION: 3 Hours

NOVEMBER/ DECEMBER 2025 EXAMINATION

REQUIREMENTS

INSTRUCTIONS TO CANDIDATE

- 1. Answer all questions in Section A.**
- 2. Answer any three (3) questions in Section B.**

This paper consists of 3 printed pages.

SECTION A (40 marks)

Answer all questions.

QUESTION 1

- a) Explain the terms:
- i) Ergonomics (2 marks)
 - ii) Noise (2 marks)
 - iii) Accident (2 marks)
 - iv) Toxicology (2 marks)
 - v) First aid (2 marks)
- b) List any ten (10) examples of personal protective equipment. (10 marks)

QUESTION 2

- a) Describe the material safety data sheet (MSDS) (3 marks)
- b) Outline any ten (10) important information found on a standard MSDC. (10 marks)
- c) Give seven (7) examples of unsafe condition found at a work place. (7 marks)

SECTION B (60 marks)

Answer any three questions.

QUESTION 3

Write short notes on the following terms and give typical examples:

- a) Mechanical hazards
- b) Ergonomic hazards.
- c) Psychological hazards.
- d) Electrical hazards. (20 marks)

QUESTION 4

With aid of a clearly labelled diagram describe the hazard hierarchy of control.
Use typical examples in your explanation. (20 marks)

QUESTION 5

- a) List any five (5) examples of OSH-laws in Zimbabwe. (5 marks)
- b) Describe on any five (5) importance of ventilation within a workplace. (10 marks)
- c) Outline the relationship amongst the three terms: risk, hazard and exposure. (5 marks)

QUESTION 6

- a) With aid of a clearly labelled diagram illustrate the fire triangle / tetrahedron. (4 marks)
- b) Describe briefly each element of the fire triangle. (8 marks)
- c) Outline the four (4) major priorities of a good first aider. (8 marks)

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MODULE: Resources Management

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DURATION: 3 Hours

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- 1. Answer any five (5) questions.**
- 2. Each question carries 20 marks.**

This paper consists of 2 printed pages.

PAPER NO: 380/22/M03 – RESOURCES MANAGEMENT

QUESTION 1

Outline the procurement cycle. (20 marks)

QUESTON 2

Explain any five (5) documents used in Transport management and their importance. (20 marks)

QUESTION 3

Explain steps followed in the maintenance of hospital assets. (20 marks)

QUESTION 4

Explain any six (6) major components of an accommodation policy. (20 marks)

QUESTION 5

State and explain any five (5) acts of misconduct. (20 marks)

QUESTION 6

Explain any five (5) reasons why conducting performance appraisal is important. (20 marks)

QUESTION 7

State and explain any five (5) roles of a health services administrator in asset management. (20 marks)

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