INSTITUTE OF HEALTH MANAGEMENT

D MBA U H S

Session 2010
INTRODUCTION

The Institute of Health Management of the Dow University of Health Sciences has been established to promote a unique blend of partnerships between academia, pharmaceutical industry, health care providers, health care administrators and health care facilities of Pakistan. These partnerships give us strength to provide a rich curriculum and excellent faculty which enhances not only skills but intellect in our students.

With the advent of globalization DUHS also feels that flourishing nationally will not be enough, where we would be going global as well. The classrooms would be a place where diversity would encourage ideas to be innovated. These ideas would be then replicated transferred into application in our country and society.

The purpose of the MBA courses is to promote and help government & private organizations protect the public's health through the preparation of graduates for careers leading toward senior level leadership in health services management, hospital management and pharmaceutical marketing and management, and to conduct research and disseminate knowledge that will advance the organization, financing and delivery of health and medical services.

This Masters Program is currently being offered, in the following specialties:

1. MBA Hospital Administration
2. MBA Health Services Management
3. MBA Pharmaceutical Management

This program believes that knowledge and skills are best learned through a variety of experiences including lecture, seminar/discussion groups, team projects, independent study, experiential learning, residency training, professional mentoring, and use of a "capstone" course/project. Each teaching method plays an important part in the education and personal development of students.

The students will be trained in biostatistics, epidemiology, policy analysis, health promotion and disease prevention, health economics, the organization of health and medical care systems, strategic management, organizational behavior, health finance, health information technology, law and ethics etc. The Physician-administrator is regarded as a manager who is well aware of the problems faced by medical practitioners in the delivery of health care.
VISION

The Institute of Health management seeks to prepare its graduates for a lifetime of learning, which, in our changing and complex society, requires focused expertise and -- the abilities to communicate with, as well as to learn from, experts in other fields. At IHM education fosters the critical thinking necessary for the exploration of unfamiliar disciplines and for the synthesis of learning, and exposes students to the richness and variety of the intellectual universe.

MISSION

Our mission is to advance health services management through programs and research that provide outstanding practical education for students, create and disseminate applied knowledge, promote the understanding and ethical practice of business, and serve the community.
PROGRAMS OF STUDY

OBJECTIVES

The Dow University of Health Sciences Master of Business Administration Program (MBA) is designed to develop strategic, behavioral, and technical competencies that enable individuals to be superior performers in their chosen specialty. The program also focuses on providing educational experiences that prepare students to effectively engage in issues at the intersection of Medicine / Pharmaceutical Industry, business and society such as ethical business practices, globalization, and technological change.

Upon completion of the MBA program graduates will have developed their capabilities in the following areas:

- Experience with applied quantitative and behavioral tools of business analysis and decision-making.
- The ability to think critically and creatively within a global context.
- A heightened sense of ethical considerations in decision-making within the Health Sector.
- Improved communication and decision-making skills through utilization of information technology.

MBA HOSPITAL ADMINISTRATION

The MBA (Hospital Management) will provide the opportunity to develop a range of highly valued professional skills and a competitive edge in the field of Hospital Management. This program develops solid functional management knowledge and skills combined with a broad overview of issues and challenges specific to the complex field of health care delivery system in the hospital industry.

In the course of the program, students will create and defend their solutions to problems of crisis management, profitable growth opportunities, and change leadership. Throughout the program, students gain experience in distilling a situation into a well-defined problem; applying tools and concepts to analyze a variety of alternative solutions; and selecting and defending their recommended course of action.

Completing the program will prepare graduates for marketing, supervisory or middle management positions in the hospital setups. Graduates will have a solid foundation of knowledge in legal issues, marketing, financial accounting, health care reimbursement systems and performance improvement methods required to meet the challenges of increasing quality while decreasing cost in health care delivery. In addition graduates ought to be able to apply innovative and solution-directed ideas and concepts to meet the demands created by a changing health care system, and take balanced strategic decisions for complex environment of larger hospitals.
(whether a privately run hospital or a tertiary care teaching hospital). In most professional organizations, the senior managers are usually MBAs. There are more opportunities for MBAs than for almost any other functional qualification. DUHS specialized MBA Program in Hospital Management, will provide a quantum jump in the students’ career progression.

MBA HEALTH SERVICES MANAGEMENT

The MBA Health Services Management programme is designed to improve and develop management skills for students who are active in the health care sector for building up their career in the particular field. The program also intends to provide an overarching understanding of management tasks, particularly those needed in smaller health care facilities, PHC setups and health camps. The aim of our programme is to provide a foundation in the science and art of public health, including an understanding of the concepts of health and disease and the factors that may affect them. The knowledge, skills and attitudes the student acquires in the program will enable them to apply public health principles effectively in both research and practical contexts.

The expansion in health care industry in Pakistan has resulted in mushrooming of small health care set-ups NGOs across the country which urgently need to be scientifically managed to meet the demand of this sector The students in this program will develop a thorough understanding of epidemiology, research, management theory and the social, political and economic implications of health – and the practical skills to apply it.

In addition this program enables the students to critically appraise health promotion practice in different healthcare systems evaluate and design Health Impact Assessments and compare and contrast methods of health economic analysis. They will be able to demonstrate a mastery of the issues surrounding communicable diseases, environmental threats, health and social policy and the issues facing developing countries and learn to identify key ethical, theoretical, and practical issues related to primary health care set ups, government hospitals and health care delivery setups run by non government organizations.

MBA PHARMACEUTICAL MANAGEMENT

This program is specially designed to make students understand the global Pharma Business Environment and to improve the quality and standard of Pharmaceutical professionals and to inculcate Management skills in such manner so as to make them help utilizing their unlimited potential in order to perform better in the competitive global environment. Health care industry in Pakistan has assumed significant importance and registered tremendous growth in recent years. The demand for quality healthcare is going to further increase with the increased awareness about health resulting in phenomenal growth of hospitals Therefore, there is a need for a properly trained pool of hospital administrators and health services managers, who can design and deliver quality health services.

The MBA in Pharmaceutical Management at IHM excels in integrating academic rigor with real-world experience. By continually building a cohesive “learning culture” with industry, the program provides a curriculum of direct relevance to market realities. It is the only industry-specific course designed for Pharmaceutical Professionals which will prepare them with the knowledge and skills required to lead the industry in the 21st century. As competition for professional advancement intensifies, understanding the latest techniques in management,
innovative marketing strategies and effective methods for corporate growth are a necessity. In an ever-changing business environment, this program equips the students with the knowledge needed to stay ahead of the competition. On completion of the program, the graduates will find new challenging careers in Product Management Training & Development, Marketing, Production Planning and Corporate Communication.

### OUTLINE OF PROGRAMS

<table>
<thead>
<tr>
<th>Master of Business Administration (MBA-Hospital Administration)</th>
<th>Master of Business Administration (MBA-Health Services Management)</th>
<th>Master of Business Administration (MBA-Pharmaceutical Management)</th>
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</thead>
<tbody>
<tr>
<td>Number of Courses</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Duration</td>
<td>2 ½ years</td>
<td>2 ½ years</td>
</tr>
<tr>
<td>Credit Hours</td>
<td>72</td>
<td>72</td>
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</tbody>
</table>

#### Semester 1
- Principles of Management: CBC501
- Introduction to Financial Accounting: CBC501
- Biostatistics: CBC503
- Micro / Macro Economics: CBC504
- Business Communication: CBC505
- Computer Applications*: CBC506

#### Semester 2
- Organizational Behavior: CBC511
- Financial Management: CBC512
- Principles of Marketing: CBC513
- Research & Survey Method: CHC514
- Health Economics: CHC515
- Business English*: CBC516

#### Semester 3
- Health Management Information Systems: CHC601
- Epidemiology and Demographical Methods: CHC602
- Human Resource Management: CBC603
- Ethics Law and Philosophy: CHC604
- Introduction to Cost Accounting: CBC605
- Project Management: CHC606

#### Semester 4
- Health program Evaluation: CHC611
- Strategic Management: CBC612
- Elective 1
- Elective 2
- Elective 3
- Elective 4

**Other requirements (after 4th Semester)**
- Internship (Six weeks)
- Thesis**

* Non credit course

** Type of Degree British Nomenclature US Nomenclature
- Masters Dissertation Thesis
- PhD Thesis Dissertation

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Master of Business Administration (MBA-Hospital Administration)
Master of Business Administration (MBA-Health Services Management)
Master of Business Administration (MBA-Pharmaceutical Management)

**ELECTIVES**

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Hospital Administration</th>
<th>Health Services Management</th>
<th>Pharmaceutical Management</th>
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<tbody>
<tr>
<td>General &amp; Personnel Management in hospital setting</td>
<td>MHA 613</td>
<td></td>
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<tr>
<td>Marketing Health Services</td>
<td>MHA 614</td>
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<tr>
<td>Medical Technology Evaluation and Market Research</td>
<td>MHA 615</td>
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<tr>
<td>Legal Considerations in Health Services Organization</td>
<td>MHA 616</td>
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<tr>
<td>Quality Assurance in Hospital Administration</td>
<td>MHA 617</td>
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<tr>
<td>Entrepreneurship and Business Development</td>
<td>MHA 618</td>
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<tr>
<td>Health Care Leadership and Change Management</td>
<td>MHA 619</td>
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<tr>
<td>Financial Management &amp; Inventory Control in Hospitals</td>
<td>MHA 620</td>
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<tr>
<td>Behavioral Sciences (Organizational Behavior in Hospital)</td>
<td>MHA 621</td>
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<tr>
<td>Introduction to Demography Methods</td>
<td>MHS613</td>
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<tr>
<td>Applied Epidemiology</td>
<td>MHS614</td>
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<tr>
<td>Concepts of Primary Health Care (PHC)</td>
<td>MHS615</td>
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<tr>
<td>Health Program Management &amp; Evaluation</td>
<td>MHS616</td>
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<tr>
<td>NGO Management &amp; Public Private Partnership</td>
<td>MHS617</td>
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<tr>
<td>Resource Mobilization for Healthcare Management</td>
<td>MHS618</td>
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<tr>
<td>Environmental Health Assessment and Management</td>
<td>MHS619</td>
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<tr>
<td>Population &amp; Health</td>
<td>MHS620</td>
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<td></td>
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<tr>
<td>Discovery, Development and Clinical Trials of Medicine</td>
<td>MPM613</td>
<td></td>
<td></td>
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<tr>
<td>Pharmaceutical Marketing and Branding</td>
<td>MPM614</td>
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<tr>
<td>Strategic Global Marketing</td>
<td>MPM615</td>
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<tr>
<td>Product Management</td>
<td>MPM616</td>
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<tr>
<td>Production, Material &amp; Supply Chain Management</td>
<td>MPM617</td>
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<tr>
<td>Sales Management</td>
<td>MPM618</td>
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<tr>
<td>Regulatory Affairs / Legal and Ethical Issue</td>
<td>MPM619</td>
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<tr>
<td>Pharmaco-Economics</td>
<td>MPM6201</td>
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**Summary of Courses**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Coding of Courses</th>
<th>Total Credits</th>
<th>Credit Courses</th>
<th>Non-Credit Courses</th>
<th>Comments</th>
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<tbody>
<tr>
<td>First</td>
<td>500</td>
<td>15</td>
<td>5</td>
<td>1</td>
<td>Business English</td>
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<tr>
<td>Second</td>
<td>500</td>
<td>15</td>
<td>5</td>
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<td>Computer Lab</td>
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<tr>
<td>Third</td>
<td>600</td>
<td>18</td>
<td>6</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fourth</td>
<td>600</td>
<td>18</td>
<td>6</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fifth</td>
<td>-</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>Dissertation Writing</td>
</tr>
</tbody>
</table>
A Thesis Statement is:

- The thesis statement is your central question or main argument that shows what you believe and what you plan to prove. It shows what you want your readers to know and understand after reading your Thesis

Master's Thesis:

- Your Master's Thesis is the most important part of your degree program. You have to carry out an in-depth research and present your discourse or thoughts on it.
- Your Master’s is your original research. You add to the body of knowledge.

The MBA Thesis

The purpose of the MBA Thesis is to condense all that you have learned from your particular courses into one long project. It is much like a "written proof" that you have indeed learned the material and have understood it well enough to write about it on a major academic level.

Take advantage of faculty help whenever possible. While the MBA Thesis is meant to be an individual project so that you are able to prove your own thorough understanding of the entire range of subjects and course materials, the Dow University of Health Sciences mandate’s that students work with a faculty appointed or mutually agreed supervisor along the way to the completion of the thesis. Therefore, it is important to take advantage of the help of the mandated supervisor whenever possible. This is especially true because, the person assigned to supervise to creation of your thesis is often chosen because she or he has experience within the field of study and can provide valuable insight into the production.

Demonstrate an Adequate and Working Knowledge of The Research Process

One of the least recognized, and actually more simple, methods of ensuring the acceptance of an MBA thesis is to prove to those that will review it that, you are an expert at performing research. The reason this is so important to those who will review your dissertation is that a student that has the ability to perform solid research can thrive within almost any business setting. If you methodically illustrate within your dissertation that you are an expert researcher, there is a much greater chance of success.

The choice of dissertation topic usually revolves around the analysis of a business or a group of businesses in the real world, and research into how what was learned in the course material actually affects these businesses under the conditions of reality. As such, it is vital you choose to analyze a business that you will be able to gather adequate information on. After all, the strength of your analysis will only be as good as the information you gather.

The purpose of the MBA Thesis is for students to develop a strong belief about a particular topic or subject, officially declare that belief on that subject within the beginning of the thesis, describe the process by which you intend to prove this belief, carry out that process, and finally describe the results of the process and write your conclusions.
• **CHOOSE A RESEARCH TOPIC THAT IS OF INTEREST TO YOU**
  Successful completion of the MBA thesis will take an incredible amount of dedication, time and hard work. Therefore, don't you think it would be a good idea to choose a topic that you are at least somewhat interested in? The beauty of the MBA thesis is that you get to choose your own ideas about a particular subject, and choose exactly how you are going to prove to the world just how right your ideas are! When you think about it, this is actually pretty exciting. So when you choose your subject, pick something that interests you and it won't seem quite so much like work.

• **CHOOSE A TOPIC ON WHICH THERE IS PLENTY OF INFORMATION AVAILABLE**
  Just as it is important to choose a topic you are interested in, it is also important that you choose a topic that has plenty of readily available information for you. Of course, the MBA thesis definitely not just a regurgitation of facts and figures, but it is very important that there be available research so that you can draw viable conclusions from them.

• **BE BOTH CREATIVE AND THOROUGH WHEN PERFORMING RESEARCH**
  As you have probably realized by now, successful completion of an MBA Thesis requires an incredible amount of research to compile enough relevant data to support your basic argument. When it comes to gathering information, do not limit yourself to only the most mundane, classic methods of data compilation. Today's technological age allows for compilation of data in more ways than ever before. Simply put your mind to it and be creative with the ways you collect data.

• **INTEGRATE KNOWLEDGE BETWEEN SUBSECTIONS AS MUCH AS POSSIBLE**
  Experienced reviewer's who have reviewed countless potential theses over their career say that the trick to a successful MBA thesis is to integrate the knowledge between subsection as often, and as thoroughly, as possible. The mark of a good thesis is one that uses knowledge to build upon knowledge, to build upon even more knowledge! Integrate, integrate, integrate!

• **RECHECK EACH AND EVERY FACT AND DETAIL... TWICE!**
  As stated before, the MBA Thesis will be one of the most important, if not the most important, productions of your entire academic career. As such, it is vitally important that you check and re-check each and every fact, detail, or number. The structure of the thesis is such that, just a tiny amount of faulty data can ruin the entire thesis. Remember to be thorough with your proofreading and fact checking! The path to a successful MBA Thesis is a long, difficult road - be prepared to put in the work!

### Stages of Thesis Writing

**Formulation stage**
This is the very first stage of MBA thesis writing. What you should do is decide on a specific area within your concentration that you want to investigate.

**Clarification stage**
Now, it is time to narrow down the focus and think of appropriate HR dissertation topics. After you make the final decision, set up goals and objectives of your research. Do not forget to discuss all that with your advisor and get his/her approval of your actions.
**Research stage**
This stage will begin after you complete and defend your MBA thesis proposal. Conduct research using the methods and approaches described in the proposal.

**Writing stage**
1. Consider the area of study in which you are most interested.
2. Get others’ MBA dissertations/thesis to read relating to your MBA topic.
3. Choose the style you would like to follow in your topic, such as a business plan, report, case study or a blend of these themes.
4. Define the topic or problem precisely which you will elaborate in your MBA dissertation.
5. Research is the basic tool to succeed in writing your dissertation. Therefore you need to lay special emphasis on research methods. Learn accurate guidelines of qualitative and quantitative research methods.
6. Outline the whole MBA thesis with a logical sequence such as introduction, body and conclusion.
7. Finalize what research methodology you would use and what resources your need to do the research.
8. Make questionnaires. They are extremely useful to examine and gather good literature and elaborate in the discussion part of your MBA thesis
9. Collect all the research data and take out the irrelevant data so you can focus only on what is useful and needed.
10. It is time to utilize the narrowed down collected data in the discussion part of the MBA thesis. Here you have to present the assessment of it.
11. Under the light of assessment, you need to give possible solutions of the discussed problem.
12. The next task is to make a conclusion.
13. It is time to revise and edit your MBA thesis so that you can make it error-free dissertation.
14. Write the bibliography in one particular format such as APA or MLA.
15. Make the appendices.

**For writing a Successful Thesis Proposal**

1. Know the area
   a. Research, Read and Understand… Research, Read and Understand
   b. Note down the significant points that you read in your own words.
   c. Use online search engines to find out more about your subject.
2. Go outside your area

a. Read other works on dissertation proposal  
b. Analyze the points that differs a good and a bad dissertation proposal.  
c. Read how and what others have to say about their area of subject.

3. Pay attention to methods, analyses, motivations, applications

a. We did this because …  
b. This work can be applied to …

4. Tree-in; tree-out

a. Examine the paper citations, and ISI Citation Index  
b. Contrast your interpretation of the sources with others.

5. Don’t get ‘paper-locked’

a. Easy to get overwhelmed and biased by what has already been done  
b. Once familiar with an area, what has and hasn’t been done, start working on what you could do

Paper Features

• MS Word file  
• 250 words per page  
• Times New Roman  
• 12 point font  
• Double line spacing  
• 1 inch margin indenting  
• Fully justified.  
• Fully referenced

Thesis Philosophy

1. The basic philosophy of the Thesis revolves around the identification of an issue or problem relevant to the MBA program, which merits investigation. The research should involve collection and analysis of original data or analysis of existing data in an original way and should make a contribution to the specific area under investigation.

2. If upon submission the Thesis is not of an acceptable standard then the students need to re-submit their Thesis within two months and pay an extra £500 as re-submission fee.

This is the last chance and if the Thesis is found unsatisfactory again, then the student cannot be awarded the MBA.

3. In such a case the student must register again, pay a registration fee and prepare a new Thesis on a fresh subject agreed between the student and his/her supervisor.
MBA THESIS - FLOW CHART

Synopsis submitted to the Board of Studies of IHM
- Eligibility and Requirements
  - Those students having CGPA of 2.5 & above and Not More than 3 C Grades in two semesters are eligible to submit synopsis.
  - CV of their supervisor(s) submitted for approval to the Director IHM
  - Two copies of synopsis in the spiral binding and Soft copy in the CD.
  - Board of Studies Institute of Health Management passes Synopsis.
  - Ethical Review Board of University passes Synopsis.

Dissertation submitted to Board of Studies of IHM
- Eligibility and Requirements
  - Completion of course work
  - Dissertation is sent to supervisor by the Board of Studies of IHM for assessment along with Check List.

Subject specialist will take Viva-Voce from the thesis.
- Dissertation is graded by the Supervisor.
- If found acceptable Defence of dissertation before the Supervisor and Reviewer (Subject Specialist)
- Thesis is submitted to BASR of the DUHS for approval (Annexure B).

Final Approval by BASR
- The students shall be present in all three stages of the submission

Award of MBA Degree
BOARD OF ADVANCED STUDIES & RESEARCH
DOW UNIVERSITY OF HEALTH SCIENCES (DUHS)
(As on 1st July 2010)

1. Prof. Masood Hameed Khan, Vice Chancellor, Dow University of Health Sciences
2. Prof. Junaid Ashraf, Principal Dow Medical College
3. Prof. Salahuddin Afsar, Dean Faculty of Medicine and Allied
4. Prof. Ghufran Memon, Dean Faculty of Surgery and Allied
5. Prof. Zia Iqbal, Dean Faculty of Basic Medical Sciences.
6. Prof. Naheed Sultan, Chairperson Department of Surgery
7. Prof. Zeenat Ayub, Chairperson Department of Physiology
8. Prof. Mohammad Abdullah, Chairperson Department of Neurology
9. Prof. Karimullah Makki, Professor of Medicine
10. Prof. Muhammad Talat Mehmood, Professor of Pediatric Surgery.
11. Prof. Nazeer Khan, Director Research and PhD Program, DUHS
12. Prof. Masood Anwar Qureshi, Professor of Physiology.

BOARD OF STUDIES OF
INSTITUTE OF HEALTH MANAGEMENT
(As on 1st July 2010)

1. Dr. Meher F. Hansotia, Registrar DUHS & Director IHM
2. Prof. Dr. Zahoor Hussain Shah, Director Academics, IHM
3. Prof. Dr. Masood Qureshi, Director Basic Medical Sciences
4. Prof. Dr. Nazeer Khan, Director Research Department
5. Dr. Talat Mirza, Associate Professor Pathology
6. Mr. Riaz Soomro, Assistant Professor IHM
CURRICULUM

Since the effective healthcare systems managers need to have following competencies, the curriculum is also designed the same way.

1. Creative and Reflective Thinking with strong critical and analytical skills
2. Leadership skills to function at national and international level
3. Strategic and Operational Healthcare Planning, monitoring, and evaluation at macro and micro level
4. Communication and listening skills, including writing and presentation skills
5. Interpersonal, Intra-personal relationships and team work
6. Collaborative working relationships and liaison with Government and International agencies and relevant stakeholders
7. Decision making, conflict and crisis management
8. Computer literacy
9. Budgeting / Financial and Resource management
11. Health Systems Research
12. Quality Assurance
13. Familiarity with legal aspects and labor laws relevant with healthcare
14. Commitment for Change
15. Have broad theoretical knowledge, concepts and practices, which produce effective outcomes
16. Should be able to deal effectively in complex situations
17. Can apply knowledge in hands-on situations

COURSE STRUCTURE

CORE BUSINESS COURSES

1. Introduction to Financial Accounting
2. Introduction to Managerial and Cost Accounting
3. Managerial/inter personal & Business Communication
4. Micro and Macro Economics
5. Financial Management
6. Human Resource Management
7. Principles of Management
8. Principles of Marketing
9. Organizational Behavior
10. Computer Applications (non credit course)

CORE HEALTH COURSES

1. Strategic Management and Planning
2. Health Management Information System (HMIS)
3. Project Management
4. Essentials of Health Economics and Finance
5. Research and survey methodology with Biostatistics
6. Health Ethics, Health Laws and Philosophy
SPECIALTY BASED

A. MBA Hospital Management

1. General & Personnel Management in hospital settings
2. Marketing Health Services
3. Medical Technology Evaluation and market research
4. Legal considerations in health services organization
5. Quality Assurance in Hospital Administration
6. Entrepreneurship and Business Development
7. Health care Leadership and Change Management
8. Financial Management & Inventory Control in Hospitals.

B. MBA Health Services Management

1. Introduction to Demography Methods
2. Applied Epidemiology
3. Concepts of Primary Health Care (PHC)
4. Health Program Management & Evaluation
5. NGO Management & Public Private Partnership
7. Environmental Health Assessment and Management
8. Population & Health

C. MBA Pharmaceutical Management

1. Discovery, development and clinical trials of medicine
2. Pharmaceutical marketing and branding
3. Strategic global marketing
4. Product Management
5. Production, Material & Supply Chain Management
6. Sales Management
7. Regulatory affairs / legal and ethical issues
8. Pharmaco-economics
ELIGIBILITY CRITERIA FOR ADMISSIONS

The Institute of Health Management’s admission policy is developed to assure that we induct highly qualified individuals representing wealth of experience and diversity in their backgrounds. The selection committee will carefully examine each student’s admissibility based on a combination of the following criteria:

1. MBBS, BDS, Degree in Pharmacy or minimum 16 years education from accredited institutions, preferably in Health related disciplines.
2. Open for all National and International Students.
3. A competitive score on the DUHS aptitude test.
4. An excellent prior academic record, from accredited universities, to include grades and the trend and direction of grade performance.
5. A current professional resume (limit two pages) should be included. Your resume should have the following areas:
   ♦ Dates of employment (month and year).
   ♦ Employer name and number of employees.
   ♦ Location, job title, responsibilities (include results achieved).
   ♦ Include any awards or significant activities. These may be academic, professional, cocurricular and community activities and awards. Include dates and positions of leadership.
6. For foreign nationals valid Pakistani visa would be essential in addition degree/diploma be endorsed by Pakistan Mission in their country and degree / diploma has to be the recognized Higher Education Commission (HEC), Pakistan.

Applicants will be assessed using the following criteria:

1. Academic Ability – applicants performance in the previous academic qualifications
2. Work Experience - length and depth of work experience assessed against key competencies including Management, Leadership, Adaptability and Influencing and Decision Making will make up part of the overall assessment.
3. Leadership Potential – referee reports
4. Evidence of scholarly achievements will make up part of the overall assessment.
5. Evidence of suitable English skills will be part of the overall assessment.
6. Interview – suitable level of verbal skills and quality and depth of work experience obtained through the interview process will make up part of the overall assessment.
7. Marks obtained in the aptitude test.

Program Weightage System

After thorough analysis of the objectives of the programs, course content and international bench marked standards, a minimum of 72 credit hours for the masters program must be completed to earn a degree of Masters of Business Administration (MBA).

The program comprises of two years of taught courses with evaluation, and six months of research / internship in selected organization, and writing of dissertation for submission

Upon successful completion of this program, students earn a Master of Business Administration (MBA) degree with majors in Hospital Administration, Health Care Management and Pharmaceutical Sciences, from Dow University of Health Sciences.
ADMISSION PROCEDURE

Admissions to all programs at IHM are granted on merit and there are no reserved seats of any category. The main criterion for admission is the performance of the applicant in the entry test conducted by the Dow University of Health Sciences. Initial screening is done through this entry test.

Application Submission: Prospectus along with Prescribed Admission Form can be downloaded from website or obtained from United Bank Limited (UBL), Baba-e-Urdu Road Branch.

The duly completed application on the form along with two passport size photographs should be submitted in the above mentioned branch of the United Bank Limited, before or on the closing date given in the advertisement, along with the prescribed processing fee payment challan.

Entry Test

- This test will be conducted at DUHS Dow Medical College campus on a specified date.
- The candidates will be assessed in General English (35%) General Knowledge (35%)
- Basic Mathematics (15%) Basic Economics (15%).
- 60% marks in the entrance test are mandatory to be eligible for short listing of the admission list.
- Pay order of Rs. 1000 in favour of Dow University of Health Sciences be submitted along with the application form as the Entrance Test fee.
- Candidates who are declared successful in the entry test qualify for the next step of the induction process which is the thorough checking of the submitted documents at the time of interview.

Candidates are required to bring the following:

- **Original** Matriculation/ ‘O’ Levels (or equivalent) certificate with marks sheet
- **Original** Intermediate/ ‘A’ Levels (or equivalent) certificate with marks sheet
- **Original** Graduation certificate with marks sheet (In case of applicants whose final year result has not been announced, first year marks sheet, showing no deficiency in any subject must be provided)
- Equivalence certificate in case of holders of degrees/certificates issued by non-Pakistani universities/boards

Total Number of Seats ..................................Fifty (50) + 10 seats (for overseas candidates)
Course Timings ..........................................6:00 pm - 9:00 pm
Daily (except for Sunday & public holidays)
PROGRAM DISCIPLINE

Discipline:
Institute of Health Management (IHM) not only wishes to provide its students with skills and experiences, but likes to promote self development for which regularity, punctuality and conformity to schedules and deadlines is a pre-requisite. A value of mutual respect should be maintained at all time. Students not following similar principles and values shall be cautioned, will not be considered a part of IHM, and may result in dismissal.

Attendance:
As per the rules adopted by the Dow University of Health Sciences, students are required to maintain 90% attendance throughout the course,

Withdrawal from a Course:
Students who are unable to cope with the course load or may be due to unforeseen reasons would be allowed to withdraw from course(s) with the following implications:

a. The student will be allowed to withdraw from a course within the first 15 days of commencement of semester
b. Students withdrawing from a course within specified time period and with proper protocol will not be treated as failure.
c. Students failing to withdraw within the specified time period and procedure will be marked ‘F’ in the course.

Semesters
There will be two Semesters per year. Each Semester will be of 18 weeks duration. A summer semester of 16 weeks, in which not more than 3 subjects will be offered.

Break up of Evaluation
The Institute of Health Management will be following the Criteria of the Higher Education Commission which is as under for each semester:

<table>
<thead>
<tr>
<th>30% - Mid Term Evaluation</th>
<th>30% - Assignments, Presentations &amp; Attendance</th>
<th>40% - End of Semester Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>System of Evaluation</td>
</tr>
<tr>
<td>10 – 20 Best Choice Questions</td>
<td>Five Short Essay Questions</td>
<td>One Long Essay Question</td>
</tr>
</tbody>
</table>

Retention

<table>
<thead>
<tr>
<th>In the First Semester after admission</th>
<th>&lt; 2.0 GPA and fail in 3 subjects</th>
<th>&lt; 2.0 GPA and fail in more than 3 subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Requested to withdraw from course (Academically dismissed)</td>
<td>Single Make up in the Summer Semester Requested to terminate studies (Academically dismissed)</td>
</tr>
</tbody>
</table>
Transcript of Record:
Students would be given transcripts of their results progressively at the end of each semester. Students requiring duplicate copy of their transcripts from the University can obtain it within two weeks on payment of Rs. 1,000/- Urgently required transcripts can be obtained within three working days on payment of Rs. 2,000/-

Internship
All internships shall commence at the end of the Fourth Semester after they have completed their coursework. The internships for students are closely monitored and evaluated. During the internship period, follow-up meetings are arranged between interns and faculty members to discuss their (the interns) progress and concerns, if any. Feedback about the performance of the internee is obtained from his/her supervisor. At the end of the internship, students have to obtain a Completion Certificate from the host organization. Students shall submit an internship report and may also interviewed for feedback regarding their experience.

Research paper / Thesis
Students shall be encouraged to choose their topic at the beginning of the third semester, for submission of their Synopsis before Board of Studies of the Institute of Health management. The synopsis approved by the institutional review board shall be defended before the Board of Advanced Studies of the Dow University of Health Sciences, prior to the commencement of the study. All graduating students are required to submit a research paper/ thesis (6 credit hours) on completion of their coursework. This assesses the student’s knowledge of his/her field of specialization.

ETHICAL BEHAVIOR
DUHS follows a strict policy on academic ethical issues. Two such issues for which the students have to be aware of and adhere to are Cheating and Plagiarism. Based on the policy there will be no tolerance for these activities.

CHEATING:

Definition:
The university defines Cheating as academic dishonesty. Students caught cheating in the exams will immediately be expelled and will not be readmitted into the University along with forfeiture of Fee.

Plagiarism

University Definition:
The act of presenting another’s ideas as your own is known as Plagiarism. Students representing DUHS will follow the policy defined for referencing material. Plagiarism will result in failure or expulsion from the University.

Common forms of Plagiarism
- Cutting and pasting material directly from the Internet.
- Buying or using a term paper written by someone else.
- Taking chunks of material from journal articles or books without citing this material.
1. Attendance will be taken separately during theory classes, practicals and subject training separately.

2. 90% attendance is mandatory to be eligible for examination.

3. Leave applications are not only necessary for the purpose of attendance but also for information about health and whereabouts of the student.

4. Any student who is absent for seven days or more from the lectures, demonstrations or subject training without prior permission will not be able to continue the course.

5. Leave applications must be submitted three days prior to the date of availing leave, except for emergency leave.

6. The student must display the identity card, issued by the DUHS, while in the premises of the Institute/affiliated hospitals.

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**DOW UNIVERSITY STUDENTS CONDUCT RULES**

(Applicable to Undergraduate and Postgraduate students of the University and its constituent or affiliated institutions)

These rules are applicable to all students who are admitted to the Dow University of Health Sciences, and includes undergraduate and postgraduate medical and dental students, nurses and all those being trained in medical and allied health sciences.

1. No student or group of students shall form society / association / organization.

2. No outsider will be invited by the students to address any meeting at the University or its constituent college / institute / school, hospital etc whether academic, social, religious or political (without prior written permission of the authorities). Decision of authorities will be final and taken on case to case basis.

3. Students are not allowed to paste any poster, pamphlet or fix banners on the wall. Graffiti on walls (wall chalking) of the premises of the University or its constituent college / institute / school, hospital etc be they, academic, social, religious or political, are also not allowed.
4. During teaching hours and/or Clinical posting, students are prohibited to play or roam around in the premises.

5. No student or group of students shall arrange any programme, picnic, musical concert sports activities etc, on their own, without prior written permission from the authorities.

6. No student or group of students are allowed to collect money for any purpose whatsoever.

7. University/College Identity Card, (ID) should be displayed, at all times, when the students are in the premises of the University or its constituent college/institute/School/Hospital etc. Faculty members and security staff are authorized to check I.D cards at any time.

8. If any student wants to publish his/her scientific or literary article, he/she must get the draft approved, by the authorities. They are also required to submit the copy of the final article/paper (to be published) for record purposes to the University.

9. Students will not be allowed to address the media or the national press on any subject.

10. Students are forbidden to address higher authorities directly. Any communication intended for higher authorities, needs to be routed through proper channel (Vice Chancellor/Principal/Medical Superintendent/Director)

11. Smoking, pan chewing, littering, spitting and other activities, prejudicial to the conduct are prohibited in the classroom, laboratories, seminar/tutorial rooms, library during and after college hours and wards during clinical postings.

12. Unless specifically permitted, no student or group of students are allowed to enter administrative and department offices/telephone exchange, or teaching areas like laboratory, lecture hall of the institution or department and/or use office equipment(s)/machinery, like telephone, computer, printer, typewriter, overhead projector, slide projector or multimedia etc.

13. No student is allowed to bring a weapon and/or ammunition, liable to cause injury, or any other harmful item, inside the premises.

14. No student or group of students will threaten, stop, harass, forcibly disallow or evict another bonafide student or group of students.

15. Misbehavior with faculty members and other staff members of the University and/or its constituent college/institute/school, hospital etc, by a student or a group of students is completely prohibited. Such misdemeanors would attract penalties as severe as expulsion and rustication.

16. Willful, damage to either public or personal property in the University and/or its constituent college/institute/school etc, by a student or a group of students, is completely prohibited. Such misdemeanors would be liable to penalties as severe as expulsion and rustication.

17. Use of loud speakers/amplifiers, megaphone is prohibited in the premises of the University.

18. No student will be allowed to park his/her car inside the premises of the college/University unless specifically allowed by the competent authority.
(A) SUSPENSION

A student shall be liable for suspension upto six months if he/she commits any of the following acts:

1. Misbehaves or quarrels with any teacher or member of the staff.
2. Is generally disobedient.
3. Spreads false rumours.
4. Uses unbecoming, indecent or filthy language.
5. Incites other students to violence.
6. Is inappropriately dressed.
7. Shouts, abuses, quarrels or fights with fellow students.
8. Raises slogans to hurt others, politically or religiously.
9. Interferes with the administration, including the mode or schedule of the examination.
10. Indulges in acts of immorality.
11. Indulges in any kind of political activity including displaying posters or playcards within the College.
12. Remains absent continuously for more than 4 weeks without prior permission.

(B) RUSTICATION

A student may be rusticated for a period of 3 years due to any of the following acts:

1. Taking forceful possession, making unauthorized use or damaging any property.
2. Involving himself in any agitational activity.
3. Found indulging in activities, prejudicial and detrimental to the good order of the College.
4. Adopting unfair means during examination.
5. Disobeying an order of suspension passed against him.
6. Any other act, which the principal or the disciplinary committee considers inappropriate.
7. Any body who does not submit the prescribed undertaking about non-involvement in political activities.

NOTE:--
Any student suspended or rusticated for the reasons mentioned above shall not be allowed to appear in the examinations.

(C) EXCLUSION

A student is liable to be expelled from the college if he/she commits any of the following acts and this order shall be final and irrevocable. If he/she:

1. Is found in possession of fire arms or lethal weapons or Narcotic drugs in the college premises, hostels, examination halls, teaching hospitals or any other area as specified by the university administration.
2. Remains absent for more than three months without permission of the Principal / Director, his/her admission shall be cancelled by the disciplinary committee of that college/institute.
**STUDENT’S DISCIPLINARY RULES & PROCEDURE**

Any student indulging in conduct contrary to the above mentioned rules shall be dealt with in accordance with the Dow University of Health Sciences Conduct Rules and the procedure mentioned below:

1. Each constituent college will have a Disciplinary Committee to be notified with the approval of the Vice Chancellor to deal with all the disciplinary matters.
2. The Principal on suo moto or on any complaint, may initiate action against any student of the college and refer the case to the Disciplinary Committee of the college for appropriate recommendation.

3. Before taking any action, the Principal shall serve a show cause notice to the student indicating briefly the charges against him. The accused student will have to give a written reply within seven days. He/She will be afforded a chance for personal hearing after which the Principal of the constituent college is empowered to suspend, rusticate or expel the student.

4. The student to whom the Principal has suspended, rusticated or expelled from the college may make appeal to the Vice Chancellor against the decision of the Principal within 30 days.

5. Any student whose name appears in the F.I.R. pertaining to any non-bailable offence as specified in the criminal procedure code (Cr.P.C.) will be suspended. During the pendency of the case he/she will not be allowed classes or take up any examination.

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**ELIGIBILITY FOR EXAMINATION**

All candidates must fulfill the following criteria to be eligible for the examination.

1. Student must acquire 90% attendance separately in theory and practical sessions.

2. If any disciplinary action is taken against any student, he will not be eligible to appear in the examination.

3. Student who does not appear in the mid term examination will not be allowed to appear in the final examination.

4. Students who fail in the final examination of semester will be required to relate the examination during the mini-semester.

5. Students are required to complete assignments during summer semester under the supervision of the faculty member to cover their attendance deficiencies.
LIBRARY

1. The library will remain open on every working day during the prescribed hours and the students will have to follow the rules of the library.
2. Books and journals will be issued to the students only after deposit of their identity cards with the librarian, which will be returned after the books are returned.
3. Students are not permitted to take the books outside the library.
4. The book card placed (in the end of the book), must be delivered to the librarian after signature, before the book is taken away while at the time of returning the book, check that the card is promptly replaced with return entries.
5. Any student, who loses, defaces or otherwise seriously damages any book is liable to replace the same or pay the cost of replacement and if the book is one of the set or series, the cost of the whole set or series will be charged from the concerned student.
7. A suggestion book is available in the library, where in suggestions can be made by the students.
8. Students can have books from the lending library which will be organized by the students themselves under the guidance of university administration.

IDENTITY CARD

After admission every student will be issued a non transferable identity card having a photo duly signed by the Director, this card must be kept by the student within the premises. Duplicate cards will not be issued except under special circumstances and after payment of Rs. 50 only.
DECLARATION/UNDERTAKING

To be produced once provisional admission is offered

I, ___________________________ S/o ___________________________ selected for the Master of Business Administration of the Institute of Health Management, DUHS, Karachi.

1. I will abide by rules and regulation of this Institute enforced OR. as amended from time to time.

2. The result of the Evaluation Test will be fully acceptable to me and I will not dispute it in any case.

3. I will not ask for any change of subject at any stage of the course. I will not object to any change in the period of the course.

4. I will not be involved in any sort of political, linguistic and sectarian activities neither I will organize OR become member of any political student party / organization or any student grouping.

5. I will not dispute / challenge the Diploma/Degree issued by the Masters in Epidemiology and Biostatistic, DUHS, Karachi in the court of law and neither liaison with any Newspaper.

6. I will not object if the security deposite is fore-fitted due to termination from the course on disciplinary grounds OR discontinuation due to personal reasons.

7. Damage to the installations/items can be recovered from the security deposit.

8. In case of expulsion / termination from courses on basis of gross misconduct / violence / terrorism I will not challenge the decision in any court of law in Pakistan.

9. I accept that continuous absence for more than 15 days without prior information may lead to termination from the course by the authorities concerned.

10. I will abide by all the rules and regulations of the course, student conduct and library etc as mentioned in the prospectus.

11. I undertake that if I am found involved in any unlawful activity or providing incorrect information at any stage, the institute shall have the right to cancel any admission without assigning any reason.

Signature of Father/Guardian____________________ Signature of Student____________________

N.I.C. No. ___________________________ Student of ___________________________

Witness ___________________________ Session ___________________________

N.I.C. No. ___________________________ Date: ___________________________
RULES FOR THE PAYMENT OF FEE:

- Fee is non-refundable.
- Fee for the first and second semesters, will have to be paid at the time of admission.
- Fee for third and fourth semesters will have to be paid within one week after the start of third semester. In case of default late fee will be charged as per following rules:
  - 8th Day to 30th day ..................2.5% of the tuition fee
  - Second month ..........................5.0% of the tuition fee
  - Third month ............................7.5% of the tuition fee
  - Fourth month ...........................10% of the tuition fee
    (Note: After four months seat may be cancelled)

- Enrollment fee has to be paid after the admission.
- Fee may be increased by 10% every year.
- The fee and rules regulations may be revised by the university at any time during the course of the study.

FEE SCALE FOR MBA

A. Admission Fee ............Rs. 25,000/-
B. Tuition Fee .................Rs. 1,20,000/- Per year and Rs. 60,000/- Per Semester
   Total fee to be paid at the time of admission Rs.1,45,000/-

FEE SCALE FOR MBA (Overseas Candidates)

A. Admission Fee .............US Dollars 5000 $
B. Tuition Fee .................US Dollars 15,000 $ Per year and US Dollars 7500 $ Per Semester
   Total fee to be paid at the time of admission US Dollars 21,500 $

For repeaters, fee will be charged according to the University rules and regulations