



DOW UNIVERSITY OF HEALTH SCIENCES

SCHOOL OF POSTGRADUATE STUDIES

PROGRAM SPECIFICATION - MS IN HEALTHCARE MANAGEMENT & LEADERSHIP

Introduction of Institute & Program	MS in Healthcare Management & Leadership is designed to Equip students with the ability to lead healthcare organizations effectively by developing advanced leadership and strategic decision-making capabilities. Provide students with an in-depth understanding of healthcare systems, policies, and regulations to navigate the complex healthcare landscape. Enable students to apply financial management principles, including budgeting, cost control, and resource allocation, specific to healthcare settings. Promote the integration of ethical, legal, and regulatory considerations into healthcare management practices to ensure responsible decision-making. Strengthen students' abilities to communicate effectively across diverse healthcare stakeholders and collaborate within multidisciplinary teams. Cultivate students' ability to analyze healthcare data, policies, and practices to make informed decisions that improve healthcare outcomes and organizational performance. Prepare students to incorporate healthcare innovations and technologies into organizational processes to drive efficiency and improve patient care. Support students in gaining the skills, knowledge, and professional network needed for career advancement in healthcare management.
Course Title (As approved by PM&DC/HEC)	MS in Healthcare Management & Leadership
Course Duration	2 years



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Type of Study	Full Time
Study System	Classroom based teaching and learning
Total Credit Hours	38 credit hours
Credit Hours Distribution –Semester Wise	9-13 credit hours per semester
Study Hours Distribution	Studies per semester = 16 weeks Examinations = 2 weeks
Teaching Hours Distribution	Lecture hours, facilitation and lab sessions
Modules Detail with Credit Hours	Attached as Annexure 1
Assessment of Student	Internal Sessional Assessments 60% Final Exam 40%
Teaching Institution	IBHM
Degree Awarding Institution	DUHS

**INSTITUTE OF BUSINESS AND HEALTH MANAGEMENT
MS HEALTHCARE MANAGEMENT AND LEADERSHIP PROGRAM
(FALL 2026)**

PROGRAM STRUCTURE

NQF Qualification Level		Level 7
Credit Hours		38
Course Work	GE Mandatory	- Muslim Students will take 2 Credit Hours (Fehm-e-Quran) as per HEC requirement - Non-Muslim students will take a suitable 2-credit-hour General Education course in place of Understanding of the Holy Quran/Fehm-e-Quran.
	Interdisciplinary	03 Credit Hours
	Mandatory Core Courses	12 Credit Hours
	Domain Specific Electives	15 Credit Hours
Thesis/Project/ 2 Electives		06 Credit Hours
Eligibility Criteria		- Minimum of 16-years of education in a relevant field from an HEC recognized institution. - Candidates with 16 years of education in a non-relevant domain may also apply and are required to undertake deficiency courses to comply with HEC requirements.

PROGRAM LEARNING OUTCOMES (PLOs)

By the completion of the MS Program in Business/Management, the graduates will be able to:

- Conduct independent and original research to generate new insights and evidence-based solutions for complex healthcare management and clinical operational problems.
- Critically evaluate and integrate advanced healthcare management theories, strategic governance frameworks, and national/international health policies to address institutional challenges.

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- Apply quantitative and qualitative research methods, alongside healthcare data analytics and AI-driven intelligence, to collect and interpret data for informed clinical and administrative decision-making.
- Demonstrate the ability to lead, collaborate, and manage multifaceted projects within diverse and interdisciplinary healthcare environments, while navigating moral and ethical complexities with integrity.
- Present research findings, digital transformation strategies, and professional healthcare analyses clearly and persuasively to academic, medical professional, and policy-making audiences.

SCHEME OF STUDIES

SEMESTER 1			
Course Code	Course Title	Category	Credit Hours
MSM711	Applied Research Design and Methods	Core	3+0
MSM712	Contemporary Business Strategy in the Digital Era	Core	3+0
XXXXXX	Elective – I	Elective	3+0
XXXXXX	Elective – II	Elective	3+0
MSM713	Fehm – e- Quran 1*		0+1
Total Credits (13)			
SEMESTER 2			
Course Code	Course Title	Category	Credit Hours
MSH714	Health Policy and Strategic Governance	Core	3+0
MSH715	Healthcare Information System and Data Analytics	Core	3+0
XXXXXX	Elective III	Elective	3+0
XXXXXX	Elective IV	Elective	3+0
MSM716	Fehm-e-Quran II*	GE	0+1
Total Credits (13)			
SEMESTER 3			
Course Code	Course Title	Category	Credit Hours
XXXXXX	Elective V	Elective	3+0
MSM717	Artificial Intelligence	Interdisciplinary	3+0
MSM718/ XXXXXX	Project 1 /Thesis-I / Elective VI	Research/Elective	3+ 0 /6+0/3+0
Total Credits (09)			
SEMESTER 4			
Course Code	Course Title	Category	Credit Hours
MSM719/ XXXXXX	Project 2 /Thesis-II / Elective VII	Research/ Elective	3+ 0 /Continued/3+0



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Note:

* Non-Muslim students will take a suitable 2-credit-hour General Education course (e.g. Humanities) in place of Understanding of the Holy Quran/Fehm-e-Quran.

DEFICIENCY COURSES

Candidates having a 16-year education (other than fields classified under Business & Management in ISCED - 2013) shall be required to undertake deficiency courses up to 30 credit hours. The quantum of deficiency shall be determined by the HEI offering admission on a case-by-case basis. The following is the list of such courses from which the deficiency courses may be selected. The listed courses are not exhaustive, however. HEIs may offer additional courses, if required, subject to approval by the relevant statutory bodies.

1. Principles of Accounting
2. Principles of Management
3. Principles of Marketing
4. Business Communication
5. Financial Accounting
6. Business Finance
7. Marketing Management
8. Oral & Public Speaking
9. Micro & Macro Economics
10. Organizational Behavior
11. Human Resource Management
12. Islamic Finance
13. Business Ethics and Legal Compliance
14. Entrepreneurship

MARKS DISTRIBUTION

The overall assessment for program courses will be structured as follows:

- **60%** allocated to internal assessment, including midterm examinations, projects, assignments, and other coursework.
- **40%** allocated to the final examination.