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.

- 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

Note:

* Non-Muslim students will take a suitable 2-credit-hour General Education course 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.