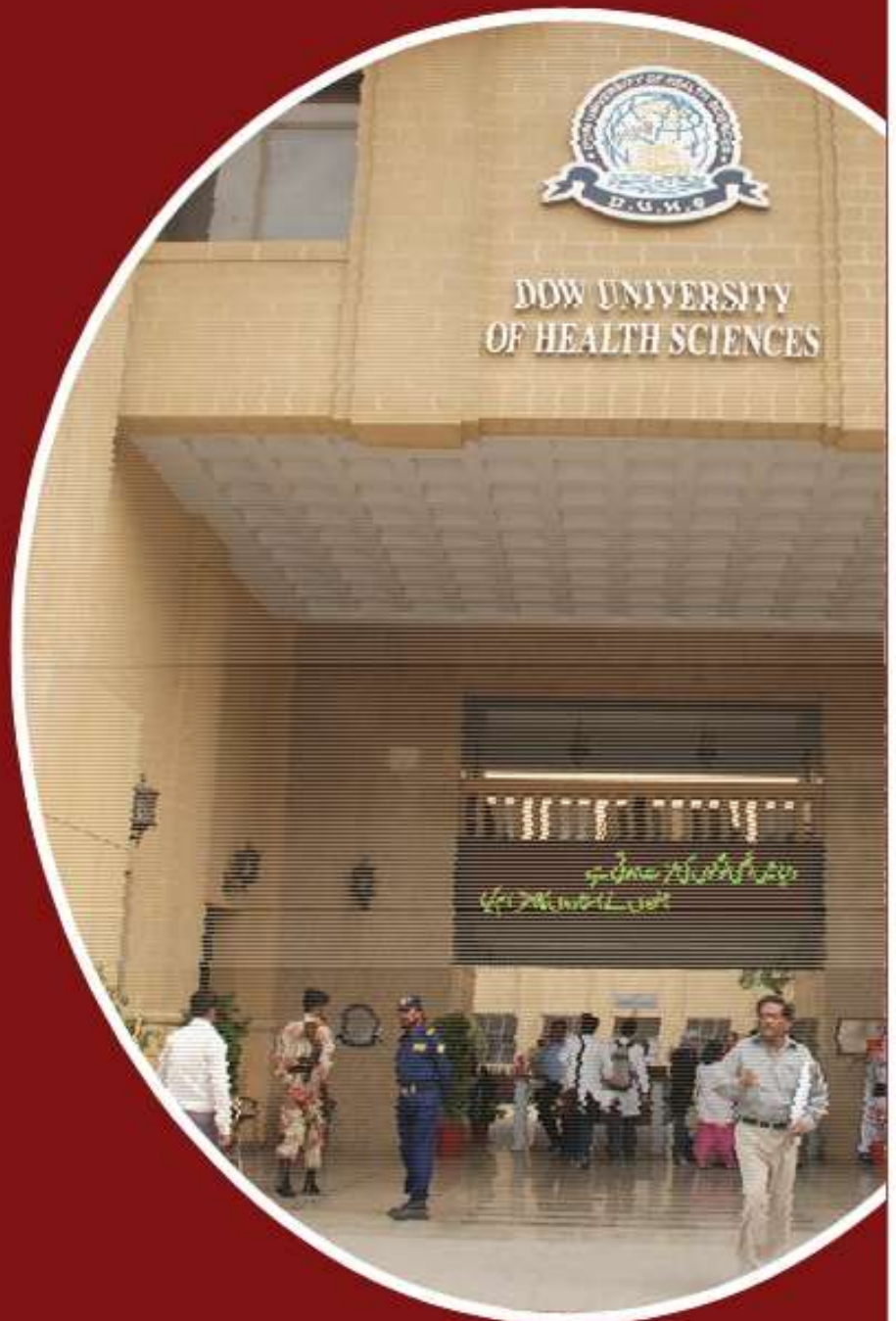




BBA / MBA / EMBA



**DOW INSTITUTE OF HEALTH MANAGEMENT
DOW UNIVERSITY OF HEALTH SCIENCES
INSTITUTE OF HEALTH MANAGEMENT PROSPECTUS 2014-15**





MESSAGE

We have got the greatest message in the Quran for our guidance and enlightenment. All that we have got to do is to know ourselves and the great qualities, virtues and powers that we possess, let us work up to that great ideal. Let us utilize our great potentialities in the right direction. Let us forego our personal interest and conveniences for the collective good of our people, and for a higher and nobler cause.

QUAID-E-AZAM MUHAMMAD ALI JINNAH
Founder of Pakistan



MESSAGE

It is a matter of immense pride and satisfaction for me to write these words for the first prospectus to be published by the Dow University of Health Sciences for its upcoming new achievement the "Institute of Health Management". The establishment of this business institute, allied to the fields of health, is the need of the hour and the vision of the future, reflecting a proud nation's enlightenment.

Institutions are always in the vanguard of programs, charting new courses exploring new ideas for the over all progress of mankind. Entering into the business education in health related fields is a challenging step of the Dow University and I am sure you will be successful in this project too, as you are progressing in your earlier achievements regarding the recent establishments of "Dow International Medical College" and "Institute of Oral Health Sciences".

The esteemed faculty hired for the "Institute of Health Management" will create an educational environment of the highest quality, will keep abreast with the latest advances in business science, and, will meet the expectations of the students.

I wish good luck and success to the students seeking admission at the Institute of Health Management launched by Dow University of Health Science.

Dr. Ishratul Ebad Khan
Governor of Sindh
Chancellor DUHS



MESSAGE

It gives me great pleasure to extend my felicitations to all those associated with Dow University of Health Sciences for the great services to the cause of medical services and education. Dow University of Health Sciences is one of the oldest modern Muslim educational institutions of the Pakistan. It is our symbol of medical education that are recognized across the world. It has served the people of Sindh in particular and those of south Asia general for almost near to a century in the realm of education.

On the basis of its achievements, it long deserved to be elevated to the level university; however that pound duty was performed by the government of Sindh to elevate historic of learning to the level of a university. Government of Sindh would like to tribute to its founder Sir Hug Dow who through his devotion and dedication established this bacon go light for succeeding generations, I hope that with enhanced capacity, Dow University of Health Sciences would now be in a better position to cater to the educational needs of new era in line with ideals and principles of the founding father of our nation.

A university is a platform for deliberate and durable endeavors, it is here the development and grooming of the youth takes place in accordance with the ideals and aspirations of the nation. It is said by Sir Winston Churchill. We shape our buildings thereafter our buildings shape us this could be said of university and seats if higher learning as well.

Our expectations from our future generation are high. They will be called upon to carry our ideals and values to the 21st entry and even beyond we live in a highly competitive and sophisticated world. We need to be intellectually creative with divergent thinking in the 21st century competitive world. We have to keep abreast with re-conceptualization of the moderm education notions. In order to meet the challenges of the new era we need comprehensive and balanced education system in our institutions. This would provide the driving force that stimulates the growth and progress of a nation. I see a very proactive role that DUHS in days to come.

I wish DUHS every success in the future and I am confident that the institution will continue to build on its impressive legacy. Endowing future generations with the best quality of educations in all country's educational institution especially of Sindh Province

Syed Qaim Ali Shah
Chief Minister Sindh



MESSAGE

It is a matter of immense pride and satisfaction for me to write these words for the first website of Institute of Health Management to be printed is being made available for general public rather prospective students of Institute of Health Management. The institute academic programs, rules & regulations, admission and other details and achievements have been clearly mentioned. The establishment of this business institute, allied to the fields of health, is the need of the hour and the vision of the future, reflecting a proud nation's enlightenment.

Institutions are always in the vanguard of programs, charting new courses exploring new ideas for the over all progress of mankind. Entering into the business education in health related fields is a challenging step of the Dow University and I am sure you will be successful in this project too, as you are progressing in your earlier achievements regarding the recent establishments.

The esteemed faculty hired for the "Institute of Health Management" on regular & visiting basis will create best educational environment of the highest quality, will keep abreast with the latest advances in business science, and, will meet the expectations of the students.

I wish good luck and success to the students seeking admission at the Institute of Health Management launched under the umbrella of Dow University of Health Science, the sign of excellence in medical teaching as well as in hospital care & administers.

Prof. Muhammad Umar Farooq
Acting Vice-Chancellor
Dow University of Health Sciences



MESSAGE

Good governance in health and in other sectors is an important issue. Poor governance, mismanagement, inefficiencies are often used synonymously in a health systems context. Governance is defined as the exercise of economic, political, and administrative authority to manage its affairs at all levels. It comprises the mechanisms, processes and institutions. In the context, Governance has three constituent components: economic, political and administrative. Economic governance includes decision-making processes that affect a country's economic activities and its relationships with other economies. It clearly has major implications for equity, poverty and quality of life. Political governance is the process of decision-making to formulate policies. Administrative governance is the system of policies implementation timely, efficiently and effectively. Encompassing all three, good governance defines the processes and structure that guide political and socio-economic relations.

To meet this challenge Dow University of Health Sciences introduced a Graduate and Post Graduate Programs for health managers & others to prepare them effective and efficient decision makers. Healthcare services are provided in numerous settings including primary health care, tertiary care hospitals, specialty hospitals, nursing homes, ambulatory care facilities and day care surgeries. Prior to 1980, the healthcare services organizations were either freestanding or part of horizontally integrated systems. Recently, however healthcare services organizations have diversified and integrated not only vertically but horizontally as well as with other related organizations thus augmenting the need of business managers with professional back ground. In today's healthcare environment business managers play an important role in day to day decision making. The primary role of business managers in healthcare organizations as in all businesses is to plan, acquire and utilize resources effectively, efficiently and this is why medical and allied professionals should acquire business management studies (BBA, MBA & EMBA). The Bachelor and Master of Business Administration Degree (BBA/MBA) are the most popular business qualification in the world, and are fast becoming a prerequisite for management positions.

The MBA qualification began in the US about 90 years ago. Today, over 1000 business schools, universities and other institutions across the world offer business education, and these can differ vastly according to tradition and background. There are also innumerable methods of study, for example, full-time, part-time, modular and distance learning. With this bewildering choice on offer, how can a potential student decide which is the best program for them? Here is IHM under the excellence umbrella of DUHS for best quality with all modern facilities for all such standards.

I wish good luck and success to the students seeking admission at the Institute of Health Management a constituent institute of Dow University of Health Science.

Manzoor A. Memon
CE/Director
Institute of Health Management

QUALITY POLICY

**The DOW University
of Health Sciences (DUHS)
is committed to have academic
excellence to be the learning place for
students and faculty of its existing institutions
as well as of those which will be added
in future as per planned infrastructure.**

**The DUHS has
been continuously adopting innovative
ways to improve its services to the community
and other stake holders and we will achieve
this aim while adhering to the regulatory
requirements through newly designed
curricula, effective utilization of all
resources, and the best practices
invoked in the healthcare industry.**

Masood Hameed
Vice Chancellor
University of Health Sciences,
Karachi

IHM Vision Statement

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.

IHM Mission Statement

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

IHM Administration

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Permanent Faculty Members

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Assistant Professor

MBA

Mr. Syed Habib ur Rehman

Assistant Professor

MS, MBA, M.Sc. (Statistics)

Mr. Mirza Kashif Baig

Assistant Professor

MS (Sweden), MBA (Gold Medalist), PGD

Mr. Muhammad Sajjada Shamim Ahmed

Assistant Professor

M.Phil. MA, LLM, MBA

Mr. Kanwar Muhammad Ali

Assistant Professor

BBA, MBA

Mr. Ahmed Ghyas Tahir

Lecturer

MS, MBA

Mr. Sohail Mohiuddin Pasha
Lecturer
MBA

Mr. Muhammad Rizwan
Lecturer
MBA, MEF

Mr. Mohammad Babar
Lecturer
MBA

Ms. Humaira Israr
Medical Technologist/Lecturer
M.Sc., MHRM

IHM BOARD OF STUDIES

1. Manzoor A. Memon, CE/Director - Chairman
2. Muhammad Siddique, Programs Director - Member
3. Syed Habib-ur- Rehman, Asst. Prof. - Member
4. Syed Akhtar Mahmood, Asst. Prof. - Member
5. Mirza Kashif Baig, Asst. Prof. - Member
6. Dr. Muzaffar Isani, Prof at Iqra University - Member
7. Muhammad Sajjada Shamim Ahmed, A. Prof/Program Manager-Member
8. Syed Jamshed Ahmed, CEO Pharmevo (Industry) - Member
9. Dr. Arshad Siddiqui, Former JMD LNH - Member
10. Dr. Shahzad Alam, MD MMI - Member
11. Director Finance DUHS (University Nominate) - Member

Introduction of Institute of Health Management (IHM)

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.

BBA Program

The purpose of BBA program is to enhance the students' intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The program assists the students in understanding and developing the unique leadership qualities required for successfully managing business functions, an organizational unit or an enterprise.

Salient features of BBA Program

Duration:	4 Years
Semesters:	08
Credit Hours:	148
Courses:	46 (144 Credit Hours)
Research Project	03 Credit Hours
Internship:	06 Credit hours (minimum 6 weeks)
Eligibility:	12 years education with minimum 50% marks

Semester I

ACC	1101 Introduction to Accounting
ECO	1102 Microeconomics
EGL	1105 English Writing Skills
IS/PS	1106 Pakistan & Islamic Studies/ Humanities
CSC	1108 IT in Business & Health Management
MGT	1109 Personal Management and Communication/Introduction to Business

Semester II

ACC	1201 Financial Accounting
ECO	1202 Macroeconomics
MGT	1203 Management Principles
MAT	1204 Basic Mathematics
EGL	1206 Oral Communication and Presentation Skills
PHL	1207 Introduction to Logic

Semester III

FIN 2301 Introduction to Business Finance
MKT 2303 Marketing Principles
HUM 2307 Sociology
HUM 2308 Psychology
CBC 2309 Biostatistics
ACC 2408 Cost Accounting

Semester IV

FIN 2401 Money and Banking
MGT 2402 Health Economics
MAT 2404 Calculus
MGT 2403 Ethics and Philosophy
EGL 2406 Business and Electronic Communication
MGT 3504 Organizational Behavior

Semester V

MAT 2407 Probability and Statistical Inference MKT
FIN 3501 Financial Markets and Institutions MKT
MKT 3507 Consumer Behavior
MGT 3509 Public Enterprise Management
ECO 4706 Development Economics
ACC 4801 Law and Taxation and Auditing

Semester VI

FIN 3601 Financial Management
MKT 3602 Marketing Management
MGT 3607 Operations Management
MGT 4704 Business Law
MKT 4707 Marketing Research
MGT 4804 Human Resource Management

Semester VII

CSC 4803 Health Management Information Systems
IBF 4701 Islamic Banking and Finance
MKT 4705 Services Marketing
CSC 48402 Business Research Method
Elective I
Elective II

Semester VIII

MGT 3502 Entrepreneurship
EGL 3506 Foreign Languages
MGT 4704 International Business
MGT 4814 Project Management
Research Project (3 credit hours)
Elective III
Elective IV

All courses may not necessarily be offered every year. Alternate courses may be substituted as and when needed. Full time academic load is six courses. All students are required to register for full load in the first semester.

ELECTIVES

Health Management

MHA 614 Marketing Health Services
MHA 615 Medical Technology Evaluation and Market Research
MHA 616 Legal Consideration in Health Services Organization
MHA 619 Health Care Leadership and Change Management
MHSM 616 Health Program Management & Evaluation
MHSM 619 Environmental Health Assessment and Management
MHSM 620 Population & Health

Management

MGT 4216 Hiring for Success
MGT 4711 Change Management
MGT 4712 Industrial Relations and Labor Laws
MGT 4713 Leadership and Motivation Techniques
MGT 4813 Training and Development
MGT 4815 Event Management

Marketing

MKT 4217 Experiential Marketing
MKT 4721 Advertising
MKT 4722 Brand Management
MKT 4816 Industrial Marketing
MKT 4819 Product Management
MKT 4824 Sales Management

Finance

FIN 4214 Micro Finance
FIN 4218 Financial Research
FIN 4719 Investment Banking
FIN 4731 Analysis of Financial Statements
FIN 4732 Corporate Finance
FIN 4734 International Banking
FIN 4831 Portfolio and Investment Management
FIN 4833 Security Analysis
FIN 4834 Treasury and Funds Management

Information Technology

CSC 4224 e-Marketing Strategies
CSC 4714 e-Business and e-Commerce Management
CSC 4745 Information System Audit
CSC 4822 Media Production
CSC 4842 Graphic Design for Multimedia
CSC 4844 Operations Research

To obtain the BBA degree, the students should have completed 148 credit hours and a six week internship of 1 credit hour & 3 credit hours Research Project.

All courses may not be necessarily offered every year. Alternate courses may be substituted as and when needed.

MBA Program

The purpose of the MBA program 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, 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 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 .

MBA Program is currently being offered in the following areas of specialization:

1. Hospital Administration
2. Health Services Management
3. Pharmaceutical Management
4. Finance
5. Marketing
5. Human Resource Management

Details of Areas of Specialization

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 program 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 program 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, 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.

MBA Morning Program

The MBA Morning Program is a full-time program conducted at IHM. The campus is located at main Stadium Road adjacent to Liaquat National Hospital and opposite to Liaquat Memorial Library. The program consists of foundation, core courses, electives and MBA Project (equivalent to 1 course workload). A total of 96 credit hours are required to complete MBA 3.5 years program. A minimum of 4 from elective courses are needed to complete a major in a special field (Health Care Management, Hospital Administration, Pharmaceutical Management, Marketing, Management, Finance or Human Resources Management). Students will be required to complete a 6-8 week summer internship as well.

Salient features of MBA 3.5-Years Program

Duration:	3½ Years
Semesters:	07
Credit Hours:	96
Total Courses:	30 (90 Credit Hours)
Core Courses:	26 (78 Credit Hours)
Elective Courses	04 (12 Credit Hours)
Project Report:	02 (06 Credit Hours)
Eligibility:	14 years education with minimum 2 nd Division

SEMESTER I

1. Business English
2. Business Mathematics
3. Computer Applications
4. Fundamentals of Accounting
5. Business Economics

SEMESTER II

1. Business Communication
2. Bio Statistics
3. Information Technology in Business
4. Financial Accounting
5. Principles of Management

SEMESTER III

1. Introduction to Business Finance
2. Cost Accounting
3. Health Policy
4. Principles of Marketing
5. Healthcare Management

SEMESTER IV

1. Management Accounting
2. Operations Management
3. Human Resource Management
4. Research Methods in Healthcare
5. Healthcare Information Systems

SEMESTER V

1. Financial Management
2. Marketing Management
3. Project Management
4. Elective I
5. Elective II

SEMESTER VI

1. Strategic Management
2. Healthcare Performance Management
3. Business Ethics
4. Elective III
5. Elective IV

SEMESTER VII

Project Report

ELECTIVES

MANAGEMENT

Business Process Reengineering
Change Management
Industrial Management and Labor Relations
Leadership and Motivation Techniques
Operations Research
Econometrics
Petroleum Business Management and Risk Analysis Project Management
Supply Chain Management
Organizational Strategy and Effectiveness
Organization Development

Human Resource Management

Industrial Management and Labor Relations
Leadership and Motivation Techniques
Performance Appraisal

Compensation Management
Leadership Readiness
Training and Development
Recruitment and Selection

Finance

Micro Finance
Advance Financial Management
Analysis of Financial Statements
Corporate Finance
Derivatives
Financial Markets and Institutions
International Banking
Petroleum Business Management and Risk Analysis Islamic Banking and Finance
Portfolio and Investment Management
Project Evaluation
Security Analysis
Treasury and Funds Management

Marketing

Advertising
Brand Management
Consumer Behavior
Customer Relationship Management
Ethics in Marketing
Export Marketing
Global Marketing
Services Marketing
Marketing Research
Marketing of Financial Services
Media Planning and Management
Personal Selling
Pharmaceutical Marketing
Sales Management
Retail Management

Note: All courses may not be necessarily offered every year. Alternate courses may be substituted as and when needed.

MBA Evening Program

The MBA Evening Program is offered at the same campus. The minimum time allowed also varies depending up their program's scheme in which they were enrolled. While the maximum duration for completing the program is 5 years. The program consists of core courses, electives and MBA Project (equivalent to 1 course workload). A total of 66 credit hours are required for 2.5 years MBA Evening program. A minimum of 4 from elective courses are needed to complete a major in a special field (Health Care Management, Hospital Administration, Pharmaceutical Management, Marketing, Management, Finance or Human Resources Management). In lieu of 8 weeks internship, students already working in the organizations have to submit the waiver of internship soon they complete the degree requirement.

Salient features of MBA 2.5 Years Program

Duration:	2½ Years
Semesters:	05
Credit Hours:	66
Courses:	20 (60 Credit Hours)
Core Courses:	17 (51 Credit Hours)
Elective Courses	04 (12 Credit Hours)
Project Report:	01 (03 Credit Hours)
Eligibility:	16 years education with minimum 2 nd Division

SEMESTER I

1. Business Communication
2. Business Mathematics & Statistics
3. Financial Accounting
4. Business Economics
5. Principles of Management

SEMESTER II

1. Information Technology in Business
2. Introduction to Business Finance
3. Cost & Management Accounting
4. Principles of Marketing
5. Healthcare Management

SEMESTER III

1. Health Policy
2. Marketing Management in Healthcare
3. Human Resource Management
4. Research Methods in Healthcare
5. Healthcare Information Systems

SEMESTER IV

1. Financial Management
2. Strategic Management
3. Elective I
4. Elective II
5. Elective III

SEMESTER V

1. Project Report

ELECTIVES

General & Personnel Management in hospital setting
Marketing Health Services
Medical Technology Evaluation and Market Research
Legal Considerations in Health Services Organization
Quality Assurance in Hospital Administration
Entrepreneurship and Business Development
Health Care Leadership and Change Management
Financial Management & Inventory Control in Hospitals
Behavioral Sciences (Organizational Behavior in Hospital)
Introduction to Demography Methods
Applied Epidemiology
Concepts of Primary Health Care (PHC)
Health Program Management & Evaluation
NGO Management & Public Private Partnership
Resource Mobilization for Healthcare Management Environmental Health
Assessment and Management Population & Health
Discovery, Development and Clinical Trials of Medicine Pharmaceutical Marketing
and Branding
Strategic Global Marketing
Product Management
Production, Material & Supply Chain Management Sales Management
Regulatory Affairs / Legal and Ethical Issue
Pharmaco-Economics

EMBA Program

The purpose of Executive MBA program to provide an opportunity for experienced professionals to obtain a master's degree in Business Administration on a schedule that minimizes disruption of work and personal pursuits. Such programs include a cohort class structure that offers a lockstep, planned curriculum in an executive setting. In other words, members of each class begin the program at the same point, move through the curriculum together, and typically complete the degree requirements for graduation as a group. Executive MBA (EMBA) students are required to complete their degrees in two years. During that period, they gain a wide range of new skills and sharpen their analytical abilities by combining coursework with day-to-day professional experience.

EMBA is a program designed to enhance your professional skills and is recognized by the HEC. IHM offers the two year executive MBA degree for the executives and the middle level managers who strive for excellence and greater challenges in their professions. The program is conveniently scheduled to accommodate the busy executives keeping in view their own job related deadlines and travel schedules. The EMBA is spread over six semesters and consists of 66 credit hours of teaching. Maximum time limit to complete the EMBA degree is five years.

Executive MBA program is designed for middle level managers to senior executives and business leaders who want to strengthen their expertise. IHM offers this unique training program for working executives who wish to advance to the highest levels of the corporate ladder, especially managers who are seeking C-suite (CEO, CFO, COO etc) or entrepreneurial roles. Keeping in mind the present day the public sector executives must have sufficient knowledge to implement necessary changes in the organizations they work for. They also require exercising more contemporary measures so as to ensure effective functioning of the concerned parties along with an increase in coordination between government and its partners. The pedagogy and curriculum of the MBA Executive Program incorporate a variety of techniques, which enable the executive from the public sector to learn and apply the contemporary measures in a manner which promotes and enriches the overall quality of public-sector service.

Salient features of Executive MBA 2-year Program:

Duration:	2 Years
Semesters:	06
Credit Hours:	66
6 Courses of 4 Credit Hours each	24 Credit Hours
12 Courses of 3 Credit Hours each	36 Credit Hours
Project/Thesis of 6 Credit Hours	6 Credit Hours
Courses:	18 (60 Credit Hours)
Core Courses:	7 (51 Credit Hours)
Elective Courses	03 (09 Credit Hours)
Project Report:	01 (06 Credit Hours)
Eligibility:	14 years education with minimum 2 nd Division plus 4 years Work experience

SEMESTER I

1. Business Communication	3 Credit Hours
2. Business Economics	3 Credit Hours
3. Business Mathematics & Statistics	3 Credit Hours

SEMESTER II

1. Financial Accounting	4 Credit Hours
2. Principles of Management	3 Credit Hours
3. Organizational Behavior	3 Credit Hours

SEMESTER III

1. Cost & Management Accounting	4 Credit Hours
2. Principles of Marketing	3 Credit Hours
3. Human Resource Management	3 Credit Hours

SEMESTER IV

1. Epidemiology & Demographical Methods	3 Credit Hours
2. Health Program Evaluation	3 Credit Hours
3. Health Information System	3 Credit Hours

SEMESTER V

1. Financial Management	4 Credit Hours
2. Project Management	3 Credit Hours
3. Elective I	3 Credit Hours
4. Business Project-1	3 Credit Hours

SEMESTER VI

4. Strategic Management	4 Credit Hours
5. Elective II	3 Credit Hours
6. Elective III	3 Credit Hours
7. Business Project-2	3 Credit Hours

ELECTIVES

International Banking and Finance
Supply Chain Management
Services Marketing
International Business Management
Corporate Strategy
Biostatistics
Health Economics
Health Management Information System

Disclaimer: The University reserves the right to change its programs and policies at any time without prior notice. All courses may not necessarily be offered. Alternate course may be substituted as and when needed. The duration of this program may vary depending on the capacity of the student to complete the course load during each semester.

Weekend EMBA classes are held on Saturdays with lectured activity between 6:00 to 9:00 p.m., and on Sundays from 09:00 a.m. to 3:30 p.m.

Diploma Courses

Dow University of Health Sciences (DUHS) is a distinctive institution of higher education, chartered by Sindh Assembly and recognized by Higher Education Commission Pakistan as well as reputed commissions of foreign countries.

A university of standing, currently in a mode of enhancement and expansion therefore launching new programs keeping in mind the need of the day. The university planning to offer on-line MBA Degree program with a Diploma program in a specialized courses to trained the generation which help them to be employed in reputed organization.

The university offers cutting-edge programs in a spectrum of highly marketable fields at the Bachelor's, Master's and Doctoral degree levels in addition to a number of specialized certificate/professional options.

In today's cut-throat competitive market environment, health services providing organizations cannot afford to just satisfy patients, attendants and customers. In order to be good or survive in the market and win patient/attendant and customers the organizations need to delight their customers. This situation demands professionally trained staff in relevant field that is thoroughly understand their customers' and clients needs & wants and provide them a complete solution better than the competitors.

To retain customers and to open the window of opportunity for the future business, a close and professional contact with the customer has always been demanded by this cut throat situation.

Currently, IHM covering following areas for the Diploma courses:

4 - MONTH DIPLOMA COURSES

- Pharmaceutical Branding
- Product Management
- Developing Effective Pharma Representatives
- Hospital and Health Services Management
- Supply Chain Management
- Healthcare Administration
- NGO Public Private Partnership
- General & Personnel Management in hospital setting
- Marketing Health Services
- Medical Technology Evaluation and Market Research
- Legal Considerations in Health Services Organization
- Quality Assurance in Hospital Administration
- Entrepreneurship and Business Development
- Health Care Leadership and Change Management
- Financial Management & Inventory Control in Hospitals
- Behavioral Sciences (Organizational Behavior in Hospital)
- Applied Epidemiology
- Concepts of Primary Health Care (PHC)
- Health Program Management & Evaluation
- Resource Mobilization for Healthcare Management Environmental Health
- Assessment and Management Population & Health
- Strategic Global Marketing
- Regulatory Affairs / Legal and Ethical Issues
- Pharmaco-Economics

Certificate Courses

Candidates interested in attending single course of MBA or EMBA program, whether it is being offered in the morning or evening, are awarded certificate upon successful completion of the course. These certificate courses are available for people with a bachelor's degree or equivalent from a recognized university. Relaxation in this requirement may be allowed for candidates sponsored by their employers. However an individual can also attend one or more courses with regular students to enhance his/her knowledge even meet his/her short of credit hours requirement of other universities/institutes. These courses are useful for those who cannot join the full length degree programs. Selection of candidates is based on interview with Institute's Director/Director Admissions of DUHS. Students can have their status converted to that of visiting students can have their status converted to that of visiting students upon request, before the first hourly examination of the course.

The Institute also admits, without any prerequisite visiting students in one or more MBA courses both in the morning & evening programs, provided seats are available. These students are will have to pay full course(s) tuition fee and examination fee also. The visiting participants are awarded a certificate with proper grade for attending the course if they maintain the attendance requirement and appeared in both mid and final

term examinations. A certificate or visiting student is not allowed to have his/her status changed to that of a regular student during the semester.

Eligibility Criteria for Admissions

Admission Procedure

Admission will be offered to all those who qualify following a strict merit-based admission criteria irrespective of their race, religion, gender, ethnicity or socio-economic conditions.

An Admission Committee, constituted by BASR to supervise the process of admissions. Admissions shall be made purely on the basis of merit based on University Entrance Test.

Advertisement

- Advertisement published in daily leading News Paper in Karachi.

Applications

Apply on prescribe form which is available on DUHS web site and also available at IHM; submit along with the following documents at institute. Incomplete applications will be rejected.

1. Matriculation /O Level certificates with transcript/mark sheet
2. Higher Secondary School Certificate (Part I) / A level (first year) certificate with transcript/mark sheet
3. Bachelor degree with transcript / mark sheet
4. Master Degree with transcript / Mark sheet
5. The NOC / Deputation Letter from their organization. (If Applicable)
6. Experience Certificate / House Job
7. Undertaking on Stamp Paper
8. CNIC / B-Form
9. 4- Color Photographs (Passport Size)
10. Domicile / PRC

Note: If candidate obtaining any Certificate / Diploma / Degree from aboard (or equivalent examination), then equivalent certificate must be provided with the above mentioned documents.

Entrance Test

- The Entrance Test is conducted in main DUHS. The Admit cards issued to the applicants indicate the test center, date and reporting time. Please make sure to read all instructions given on the back of the Admit Card carefully. The applicants should bring their Admit Cards along with a photo copy of CNIC to be able to appear in the aptitude test.
- This Entrance Test will be valid only for the current Session of admission.
- The admit card for entry test will be dispatched via courier.

- In case the admit card is not received by the candidate he / she should contact University on email: admissions@duhs.edu.pk or personally.

Single Best Multiple Choice Questions

Basic Mathematics, English and Current Affairs.....75%

Note: 50% passing marks in entrance test are mandatory to be eligible for merit consideration. The candidates are assessed for their language and analytical skills. Candidates who pass the aptitude test qualify for an interview.

Issuance of Admit Cards

Applicants residing within Karachi can obtain their admit card by visiting the admission cell of DUHS with a copy of paid challan, a copy of duly signed-in Admission Form and three recent passport sized color photographs a day before the deadline.

Applicants outside of Karachi will be dispatched to their residential addresses well before the entrance test

Interviews

Interviews are conducted for evaluating the level of maturity, academic aptitude, motivation interpersonal skills and career focus of the applicants.

List of Admitted Candidates

The names of candidates who qualify the admission requirements will be notified through a 'list' which will be displayed on the both the websites. These candidates may obtain their admission letter and fee challan from the Department of Post graduate Studies / Admission Cell of DUHS.

Announcements of Selected Candidates

The selected candidates are informed through SMS on their cell phones and also via email. The candidates should check the status of their admission from the University web site www.duhs.edu.pk.

Securing Admission

The selected applicants will be required to complete all admission formalities by the specified date, failing which their offer of admission will stand cancelled. The vacancy shall then be filled by the next applicant in the merit list.

Registration

Candidates who have received their 'Admission Letter' are to immediately report to the concern Institute Admin Office to collect the registration form fill it out and submit the same to them and get the asses' schedules and other documents related to commencement of studies.

Enrollment

During your course of studies you will be issued the enrollment fee challan/voucher which will be required to be deposited in the designated bank before the deadline. Soon you pay the enrollment fee the student will be asked to submit the following documents duly attested by a gazette officer to complete the enrollment process.

Closing Date of Admission

Admissions in all categories will be closed after 15(Fifteen) days of the academic session and then no candidate will be admitted.

If at any stage of the course, it is proved that the candidate has been admitted on the basis of false/incorrect documents, his/her admission will be cancelled immediately by the University, after giving him/her an opportunity through a show cause notice and receiving a reply within 7 (seven) days. The entire fee paid by him/her will be forfeited and the University will have the right to take any legal action against the candidate as per law. Any case of fraud or tampered document will be notified to all medical institutions of the country.

Such a candidate will be debarred from getting admission in any institution and will be imposed a fine of Rs. Fifty thousand (50,000) after a show cause notice of seven days.

Note: Please keep visiting DUHS website for any notices or changes.

Cancellation of Admission

If a student is involved in any undesirable or illegal activity, then the University reserves the right to cancel the admission of that student. Moreover, the University reserves the right to cancel admission of any student at any time, if it is found that he/she has submitted false information/documents

Foreign Nationals

At the time of admission, foreign nationals must submit a No Objection Certificate (NOC) from the Ministry of Education, Government of Pakistan.

Latest approach of learning

Our focus is on helping students succeed in a dynamic environment. The appropriate and strong business curricula at IHM will provide you a solid foundation in the major

areas of health management. Our approach is interactive and requires at least 85% attendance in classes throughout the semester.

The Personal Focus

IHM faculty consists of professionals who are committed to their students. The faculty involves students in research studies, guest speaker sessions, tutorials, seminars, extra curricular, co-curricular activities and academic discussions in classrooms. You will be pleasantly surprised at how easy it is to talk to Directors/Administrators, Faculty, staff and they all have an open-door policy. Small classes are the norm and individual attention is our goal. You will feel at ease when asking questions and you can be sure that they will be answered to your entire satisfaction. We care deeply about students' questions and concerns and look forward to input from all our stakeholders. As counselors and advisors, directors and faculty members work closely with students and work hard to fulfill all kinds of professional needs of the students.

Our Beliefs & Core Values

We influence our graduates not only to become competent/professional health managers but also good human beings. We attach great importance to ethical and moral values.

The Internship Program

IHM helps the students and graduates to secure professional internships in leading organizations Internship Programs not only expose students to business environment but also facilitate their transition from academic to corporate world. Students going through internships are carefully monitored and their experiences are discussed in the classroom.

All internships for MBA Program shall commence at the end of the Fourth Semester after they have completed their coursework and for BBA Program, internship will commence after Sixth semester. 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 be interviewed for feedback regarding their experience.

IHM Placement Bureau

IHM Placement Bureau is being established in the premises of IHM Campus. The focus of the center will be to contribute towards the building and developing medical, business and information technology graduates geared towards becoming the corporate leaders of tomorrow. PB responsibilities would be to arrange Internships and placements for all students. In every semester all big national, multinational companies, banks, FMCGs, Pharmaceutical, Hospitals, NGOs and financial

institutions will be contacted by PB and will try to conduct there employment test and interviews on campus to directly absorb IHM graduates into there organizations.

Students Extracurricular & Co-curricular Activities

1. As per DUHS policy, no student or group of students shall form society/association/organization, however, the management of IHM is trying to uplift this ban and allow students to have different students clubs for curricular and extra curricular activities. Students interested in formulation of such clubs are required to register themselves with the Director Programs/Academics of the university as soon as they have decided themselves to form a club/society. Proper elections to the office bearers of these clubs must be held every year under the supervision of Director Programs/Academics or Additional Director Programs & Logistics.
2. The following clubs societies are proposed that may be active on Campus:
 - Debate Society - Debate Society
 - Sports Club - Cricket; Table Tennis; Squash;
 - Young Forum - Young Leaders to meet and discuss future development in education system
3. IHM is also planning to have its own a Quarterly Newsletter, "IHM Newsletter", which will be published regularly and jointly by the faculty & students.
4. Student publications in magazines and newspapers are encouraged. Rewards are Rs.500 per article (with IHM - DUHS name) and Rs.250 (without IHM - DUHS name). CE/Director approval on quality of article is required.

Forums/Seminars/Guest Speaker Sessions

IHM has a distinguished speaker seminar series, which is held frequently in the Auditorium. The activity is advertised through national newspaper and a number of guests attend this activity. It is mandatory for certain program students to attend the Forum. Students must be properly dressed (Tie is compulsory for all male students) and must stay attentive and disciplined. All students must be seated 5 minutes before the start of lecture. Late comers will not be admitted. Penalty for not attending is Rs. 500/-. Late penalty (5 minutes maximum) is Rs. 200/-.

IHM – DUHS Video Conferencing

IHM - DUHS brings/arrange a number of lectures from distinguished speakers from rest of the world. It is mandatory for students to attend the videoconference. Students must be properly dressed (Tie is compulsory for all male students) and must stay attentive and disciplined. Videoconferencing protocol must be followed. Penalty for not attending is Rs. 500/-.

FEE STRUCTURE OF PROGRAMS OFFERED AT IHM

BBA MORNING

Total Duration	4 Years (8 Semesters)
Fee per Course	Rs. 6,000
Admission Fee	Rs. 10,000 (One-Time)
Security Deposit	Rs. 10,000 (One-Time) –Refundable
Enrollment Fee	Rs. 700 (One-Time)
Examination Fee	Rs. 2,500 per Semester
Eligibility Criteria	12 Years Education or Equivalent with Minimum 2 nd Division or 50 % Marks

MBA MORNING

Total Duration	3.5 Years (7 Semesters)
Fee per Course	Rs. 8,000
Admission Fee	Rs. 10,000 (One-Time)
Security Deposit	Rs. 10,000 (One-Time) –Refundable
Enrollment Fee	Rs. 2,000 (One-Time)
Examination Fee	Rs. 4,000 per Semester
Eligibility Criteria	14 Years Education or Equivalent with Minimum 2 nd Division or 50 % Marks

MBA EVENING

Total Duration	2.5 Years (4 Semesters)
Fee per Course	Rs. 8,000
Admission Fee	Rs. 10,000 (One-Time)
Security Deposit	Rs. 10,000 (One-Time) –Refundable
Enrollment Fee	Rs. 2,000 (One-Time)
Examination Fee	Rs. 4,000 per Semester
Eligibility Criteria	16 Years Education or Equivalent with Minimum 2 nd Division or 50 % Marks

EMBA WEEKEND

Total Duration	2 Years (6 Semesters)
Fee per Course	Rs. 12,000 for 3 Credit Hour courses & Rs. 16,000 for 4 Credit Hour courses
Admission Fee	Rs. 20,000 (One-Time)
Security Deposit	Rs. 10,000 (One-Time) –Refundable

Enrollment Fee	Rs. 2,000 (One-Time)
Examination Fee	Rs. 4,000 per Semester
Eligibility Criteria	14 Years Education or Equivalent with Minimum 2 nd Division or 50 % Marks and 4 Years Work Experience

DIPLOMA COURSES

Duration	4-Month
Total Credit Hours	3 Credit Hours
Fee per Course	Rs. 30,000
Eligibility Criteria	14 Years Education or Equivalent

**DECLARATION/UNDERTAKING I AFFIDAVIT ON STAMP
PAPER**

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 Bio statistic, DUHS, Karachi in the court of law and neither liaison with any Newspaper.
6. I will not object if the security deposit 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: _____