

# DATES TO REMEMBER

Deadline to take GMAT/GRE  
(General)/NTS GAT (General)

**April 16, 2021**

Deadline to apply

**April 20, 2021**

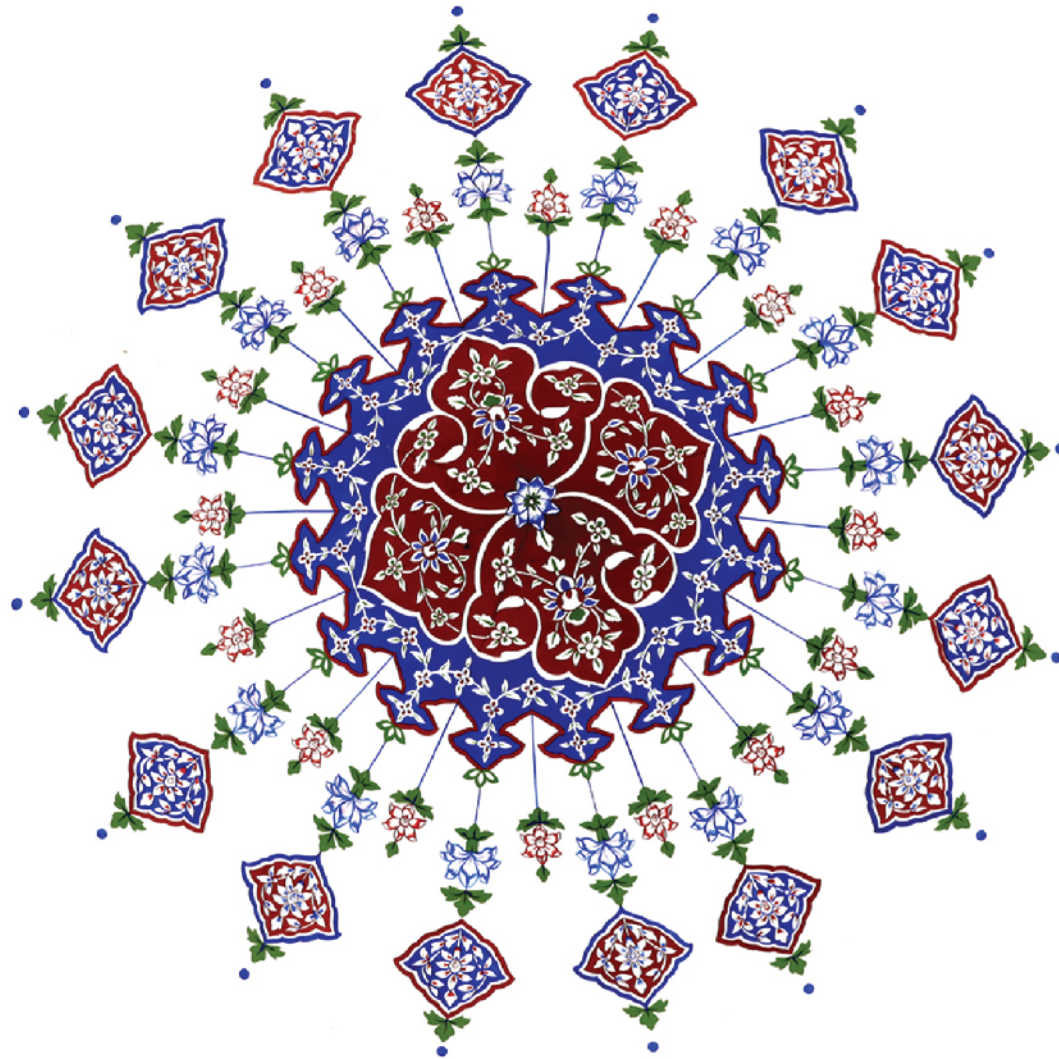
5:00 pm (PST)

Deadline to submit  
online supporting  
documents

**April 23, 2021**

Admission decisions

**June 15 -  
July 31, 2021**



## LUMS

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Website: [www.lums.edu.pk](http://www.lums.edu.pk)



#LearningWithoutBorders  
#MeritMatters

 **LUMS**  
A Not-for-Profit University

Learning *Without* Borders



EXECUTIVE TRACK ALSO AVAILABLE

## SHAPE THE FUTURE OF HEALTHCARE

MASTER OF SCIENCE (MS)  
**HEALTHCARE  
MANAGEMENT &  
INNOVATION**

F A L L 2 0 2 1

SULEMAN DAWOOD SCHOOL OF BUSINESS



# SHAPE THE FUTURE OF HEALTHCARE

## DEAN'S MESSAGE



The healthcare sector is among Pakistan's fastest-growing industries. It is one where executives with focused managerial expertise are severely lacking. Operationally and administratively, healthcare establishments can deliver more effective and efficient service if the right level of education is made available. Many individuals working in medical organisations seek possibilities to earn a professional management degree without career interruption. Therefore, the Suleman Dawood School of Business (SDSB), the top business school in Pakistan, is launching an Executive track to its Master of Science in Healthcare Management and Innovation programme, which will run mainly on weekends.

The twin format of the full time and the weekend Executive programme covers broad business areas and specialist courses in health management and innovations. On-campus learning can be coupled with placement in related industry organisations, or if desired, within the current organisation where you work. You will learn about the changes in the healthcare ecosystem and gain exposure to emerging innovations. Your studies will deeply integrate business principles; offering novel pathways for healthcare provision that are more effective and managerially adept. Participants in the MS programme will find themselves reaching new heights of understanding and effort, and will benefit from the contributions of others while bringing their own insights, healthcare knowledge, clinical expertise, and managerial experience to the overall learning experience. It will also enable you to lead change in healthcare management, innovation and progress.

We look forward to welcoming you to the MS in Healthcare Management and Innovation programme!

### DR. ALNOOR BHIMANI

Honorary Dean  
Suleman Dawood School of Business



# SULEMAN DAWOOD SCHOOL OF BUSINESS

The Suleman Dawood School of Business (SDSB) at LUMS is Pakistan's top business school. Its high calibre students, distinguished faculty, established recruiters and institutional and environmental impacts are all testimony to this. Since its inception, SDSB has produced highly skilled graduates who have the ability to lead, transform and create long lasting impact in business and society.

## THE UNIVERSITY AND THE BUSINESS SCHOOL ARE BUILDING A NEW TOMORROW. THIS IS HOW:

- LUMS is ranked among the top **50** in Asia and the top **200** worldwide by QS Graduate Employability Rankings 2020.
- LUMS is ranked among the top **251-300** Asian universities by Times Higher Education (THE) Asia University Rankings.
- SDSB is a **Harvard Business Publishing** content partner.
- Strong emphasis is placed on **participant-centred learning**.
- **Fully funded scholarships** are available for local and international students.
- **50% scholarship** awarded to all women admitted to the programme.
- **More than 80% faculty members** hold a PhD from the world's leading institutions.

SDSB is Pakistan's only business school to have achieved accreditation by AACSB International —The Association to Advance Collegiate Schools of Business (AACSB). Only about 5 per cent of the world's business schools have currently earned this distinction. The rigorous accreditation process ensures that an accredited institution matches global standards of education and is constantly evolving in response to the needs of its stakeholders. SDSB's AACSB accreditation speaks to the quality of its education and research, enabling it to stand out not only in the region, but around the world. The vision of AACSB International is strongly reflected in SDSB's commitment to ensure an environment of continuous improvement ingrained in all aspects of the School's life.

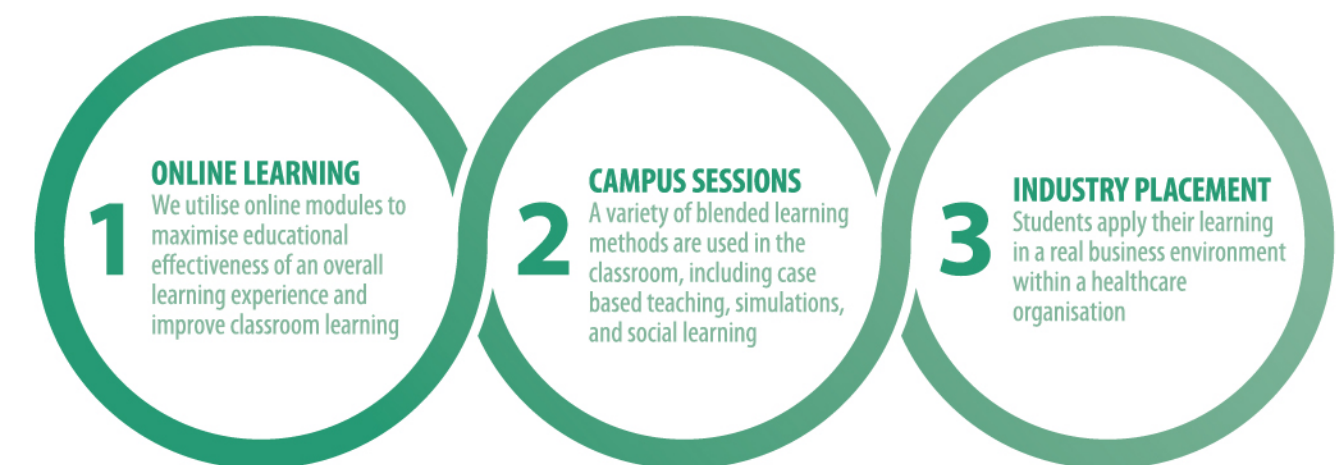
To enhance students' academic exposure and diversify faculty's teaching and research, the expanse of research and teaching at LUMS truly offers its community 'Learning Without Borders' by breaking academic, geographic and socio-economic barriers to make education accessible to all. The University continues to be an intellectual hub, rich with varying perspectives and transformative ideas. With an environment brimming with inclusion, unity, and boundless knowledge, learning continues in and beyond the campus walls to develop innovators, leaders and change-makers who can contribute to the community and build strong borderless networks.

# THE MASTER OF SCIENCE IN HEALTHCARE MANAGEMENT AND INNOVATION

The Master of Science (MS) degrees are 1.5-year programmes envisioned to provide an intensive, rich and innovative understanding of the intersection between business fundamentals and a focused specialisation area.

A blended learning approach of online and on-campus sessions exposes students to the new realities of the business world. It reinforces student-centred learning by providing a truly transformative and interactive experience. Blended learning techniques throughout your Master of Science studies will present you with a diversity of instructional approaches, learning technologies, case studies, readings, role-plays and industry engagements.

## The blended learning methodology at SDSB seeks to ensure:



# THE MS HEALTHCARE MANAGEMENT AND INNOVATION EXPERIENCE

A diverse programme that aspires to impact the practice of healthcare management by producing leaders, innovators and managers.

Expert faculty members from SDSB along with other schools at LUMS will be teaching the programme, making it a 'no borders' initiative.

Special emphasis is given to connect students with worldwide opportunities in the health industry through an innovative, experiential curriculum, intensive skills education, and diverse learning experiences.

Through the Executive Track, participants do not have to put their careers on hold to earn the degree. The entire programme is spread over 1.5 years with classes on the weekends to accommodate working professionals.

This degree is an excellent investment in the future. It is also a wise investment for employers.



# FUTURE OPPORTUNITIES

The programme aims to provide business understanding tied to leadership-based knowledge in healthcare management to open up careers in:

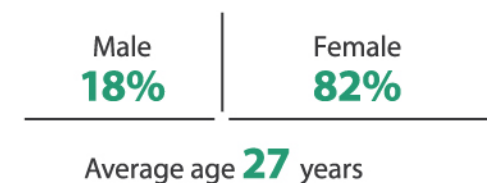
- Healthcare - including care delivery and financing
- Hospital management and consulting
- Pharmaceuticals
- Biotechnology
- Entrepreneurial endeavours
- Consulting
- Public health
- Health systems management

## As an MS Healthcare Management and Innovation graduate you will:

- Understand key challenges, major stakeholders, the value chain and its major components in the healthcare sector.
- Recognise challenges of managing complex health systems, understand the role of policies and laws, and design and implement process change in the healthcare sector.
- Identify opportunities for innovation in healthcare and develop an understanding of designing and implementing healthcare innovation.
- Become familiar with issues of equity, quality and sustainability in healthcare.
- Understand the steps of creating a successful venture in the healthcare sector.

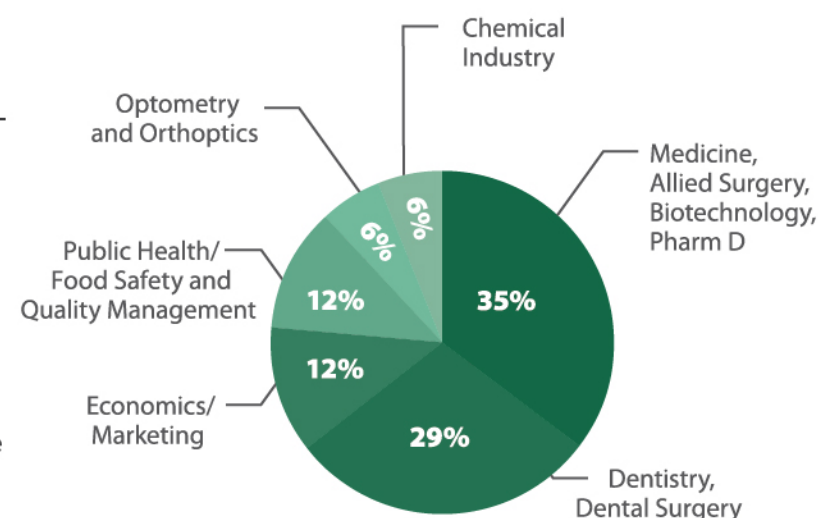
# MS HMI 2020

## Class Profile



Note: MS programmes are classified according to the induction year and not the graduating year.

## Academic Background



# PROGRAMME STRUCTURE

The Master of Science programme requires 1.5 years to complete 33 credit hours.

## 1<sup>ST</sup> SEMESTER

CORE COURSES  
(15 credit hours)

Business Economics  
Organisations and Leadership  
Financial Management and Accounting  
Marketing Management

## 2<sup>ND</sup> SEMESTER

SPECIALISATION COURSES  
(12 credit hours)

Health Systems Management  
Healthcare Policy, Politics and Law  
Innovation and Entrepreneurship in Healthcare  
Healthcare Operations Management

## SUMMER

As part of the core courses, after two semesters of study, students take a 3 credit hour course in Applied Data Analysis.

## 3<sup>RD</sup> SEMESTER

FIELD THESIS  
(6 credit hours)

In the last semester, all students undertake a practical field project carrying 6 credit hours. The project will be structured around major policy challenges with a real client organisation, giving students the opportunity to take the knowledge and theory they have learned and apply it in a real-world setting. A final report and presentation to the client proposing workable solutions will be required to complete the field thesis successfully. Students will benefit from industry exposure, possibly leading to longer-term engagement and networking opportunities with field leaders.



“As a healthcare provider, witnessing the standards of healthcare and its delivery closely, I was compelled to recalibrate my interests towards healthcare management, interests that align with this MS HMI programme. I am confident that this programme along with the insights gained through my experience as a doctor will help in paving the way towards an unburdened, robust system that is empathetic to patients and doctors alike.”

Dr. Nahal Bano  
MS HMI Student



# ADMISSION CRITERIA

Admission is purely merit-based and rests solely on the following criteria:

## Academic Record

A minimum of sixteen (16) years of education leading to a Master's or Bachelor's or equivalent degree in a relevant discipline including Business, Management and Commerce.

A student with a non-business background may be required to take pre-requisite courses to be determined by the LUMS Admissions Committee depending on the academic background of the applicant. Options to do this will be given to accepted applicants requiring pre-requisite courses.

\*Applicants holding only a Bachelor's degree of less than four years' duration will be required to produce an equivalence certificate issued by the Higher Education Commission (HEC), Pakistan. Prior university studies must be from a university recognised by the HEC, Pakistan.

## Performance in the Admission Test

Applicants are required to take the GRE (General) or Graduate Management Admission Test (GMAT) or NTS GAT (General) in order to be considered for admission.

For further details on GRE (General), GMAT and NTS GAT (General), please visit [www.ets.org](http://www.ets.org), [www.mba.com](http://www.mba.com) and [nts.org.pk](http://nts.org.pk)

## NOTE

- ▶ GRE (General)/GMAT taken more than five (5) years before the admission deadline will not be accepted.
- ▶ NTS GAT (General) taken more than two (2) years before the admission deadline will not be accepted. A cumulative score of 50 in GAT (General) is a requirement for admission.
- ▶ If the applicant has taken more than one test, the best score will be considered for application evaluation.
- ▶ For equivalency details for the GRE (General) and GMAT, please see: [https://www.ets.org/gre/institutions/admissions/interpretation\\_resources/mba\\_comparison\\_tool/](https://www.ets.org/gre/institutions/admissions/interpretation_resources/mba_comparison_tool/)
- ▶ We are aware that the current COVID-19 crisis poses difficulties for applicants to submit test scores. Under the circumstances, you can apply to LUMS Graduate Programmes without test scores being submitted (if you have not taken the test yet). Applications can be submitted without the test scores provided all other application components are complete upon submission.
- ▶ If no admission test is scheduled due to test centre closure by April 30, 2021, LUMS will process applications using the available information. If shortlisted, you may then be asked to appear for an interview followed by a conditional acceptance if you are successful. Once test centres are functioning, you will need to sit for the test and attain the minimum test score required by the University.

## Statement of Purpose

Applicants will be asked to submit a written statement of purpose. It should identify in clear terms why they think they are suited to the programme. They should state how the degree would enable them to achieve their career goals.

## Two Recommendation Letters

Recommendation letters should indicate the applicant's academic performance, commitment to excellence and their strong aptitude for business education. These can be from professional as well as academic referees.

## Work Experience

Students registered for the Master of Science in Healthcare Management and Innovation will particularly benefit from work experience of one year or more in the relevant field because of the nature of the programme and this will give them a possible edge in gaining admission. However, experience is not essential for admission to the programme.

## Submission of Online Application, Application Processing Fee and Online Supporting Documents

Complete online application, application processing fee and supporting documents should be submitted by the stipulated deadline. Submission of a minimum of two recommendation letters is compulsory.

## Application Review

The relevant committee to finalise admission decisions will review shortlisted applications.

Applicants are encouraged to provide complete information regarding their academic achievements, research reports, attended workshops, extracurricular activities and must tell LUMS about their significant experiences that can strengthen their applications.

## Interview (if called)

Only short-listed candidates will be called for interviews.



“I've always felt deeply about the healthcare system of Pakistan. I believe this programme will equip me with the required knowledge and workings of the healthcare system as a whole, so that I will be able to give back to the community.”

Ismail Awais  
MS HMI Student



## FINANCIAL SUPPORT

The MS journey is an important investment for you and LUMS shares in this investment through several financial assistance programmes and interest free loans. Financial support is available to all eligible local and international applicants applying to our Master of Science programmes.

### ► MERIT SCHOLARSHIPS

Merit Scholarships will be awarded to top 3 students of each MS programme at SDSB. The scholarship will be given as 75% tuition fee waiver for 1 academic year.

### ► WOMEN SCHOLARSHIPS

Fostering, celebrating, and advancing women's leadership in business, a 50% tuition fee waiver will be awarded to all admitted female students.

### ► LUMS INTEREST FREE LOANS

LUMS offers interest free loans to local MS students based on annual financial needs assessment. These loans cover partial to full tuition fee expenses.

