



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

MEDICAL COLLEGE

Master of Science in Healthcare Management
(MSHM)
Admission Information 2025 -2026

TABLE OF CONTENTS

The University	3
Master of Science in Healthcare Management	3
Admission to the Programme & Eligibility Criteria	5
Admission Process Summary	6
Admission Test	6
Application for Admission	7
Apply Online	9
Fees and Funding	12
Key Dates for 2025-26 Admission process	13

THE UNIVERSITY

The Aga Khan University (AKU) is a pioneering institution of higher education and research that works to improve quality of life in the developing world and beyond. We educate leaders, generate life-saving knowledge and set an example that raises standards in the societies in which we work. We empower women and the disadvantaged, strengthen pluralism and partner with world-renowned institutions to address problems that affect millions of people.

A not-for-profit institution, AKU was founded in 1983 by His Highness the Aga Khan. As Pakistan's first private university, we paved the way for the growth of the country's private higher education sector. In the early 2000s, the University expanded to Kenya, Tanzania, Uganda, Afghanistan and the United Kingdom.

At AKU, students flourish in a supportive environment that embraces diversity, demands excellence and encourages leadership and direct engagement with real-world challenges. Our graduates go on to study and work at eminent universities and organizations around the world, and to make a difference in their home countries.

AKU is open to all, regardless of race, religion, gender or geographic origin. Two-thirds of students and half of faculty members are women. Admission is based on merit, and our needs sensitive financial assistance programme ensures that individuals from lower-income backgrounds are able to attend.

While we do not discriminate on faith, gender or national origin, we are selective in the students we accept. Our selection process varies by academic programmes, but a common criterion includes fluency in English.

MASTER OF SCIENCE IN HEALTHCARE MANAGEMENT PROGRAMME

The Aga Khan University's Department of Community Health Sciences (CHS) in the Medical College is launching a new programme; a Master of Science in Healthcare Management (MSHM).

The MSHM programme goal is to develop leaders and role models in healthcare delivery systems who are capable of effectively planning and managing healthcare institutions.

The MSHM programme is recognised by the Higher Education Commission in Pakistan. This degree at AKU will provide you with cutting-edge leadership and management skills to maintain and improve the quality of our healthcare system while keeping costs under control.

TARGET AUDIENCE

The target students for admission to the programme include:

- Current hospital managers working in private or public sector hospitals.
- Graduates from diverse disciplines (medicine, nursing and allied, finance, management, and business administration) interested in pursuing a career in healthcare management.

OBJECTIVES

It is expected that the programme will provide an in-depth understanding of required health care and management attributes to meet the following objectives:

- Prepare healthcare managers for developing a hospital strategic plan to transform vision and mission into strategies and operations.
- Develop professionals for designing integrated, people centered & empathy-driven health services based on the principles of primary healthcare.

- Impart skills for managing hospital resources (financial, human, information, and equipment) efficiently.
- Produce healthcare leaders who can make evidence-based decisions through scientific enquiry using quantitative and qualitative tools, stakeholder analysis and dialogue for improving performance.

PROGRAMME STRUCTURE

This is a two-year programme comprising of 4 semesters involving coursework, and completion of a thesis or a project.

The MSHM will use diverse teaching methods comprising of lectures, tutorials, discussions, case-studies, projects/practicum, e-learning, and hospital-based clerkship for experiential learning. The MSHM programme will have a continuous evaluation system including presentations, quizzes, and mid-semester and final-semester assessments.

CLASS TIMINGS

Class timings for the programme have been set keeping in mind the needs of working professionals. Mode of teaching would be contact plus distant learning. Students will attend classes on campus for around two weeks per semester. Other than that, would be required to participate in teaching and learning virtually and submit assignments and projects as planned.

PART-TIME PROGRAMME

The University offers candidates the choice to complete the two-year programme in extended time i.e. either in three or four years. Health professionals who wish to upgrade their qualifications but have other responsibilities and commitments, may benefit from the part-time programme. Part-time student takes fewer course credits in a semester than a full-time student per semester. For additional information about the part-time option, please contact the Programme Officer within the CHS.

CURRICULUM

The MSHM will have a combination of 33 credits of course work and 6-credit hospital clerkship/internship project. In addition, practicum opportunities will be offered across all courses in all the semesters.

COURSE WORK

The coursework will be completed during semesters one-to-three. In the fourth semester, programme participants will be offered elective courses, be involved in a hospital clerkship and project.

HOSPITAL CLERKSHIPS AND THESIS/PROJECT REPORT

Hospital clerkship/internship will have two components:

1. A rotational clerkship in major domains for four weeks
2. conducting an internship project in any of these domains for a period of 12 weeks that will support the dissertation.

Students will be required to submit a written thesis/hospital internship project report.

PROGRAMME RESOURCES

The MSHM Programme is run by a diverse and highly qualified team which includes full-time, part-time and visiting faculty from national and international organisations to provide a blend of theory and practice, and latest national and international trends.

Computer laboratory with access to computers, unlimited free Internet hours, and access to AKU's considerable online library system are provided to the students. There is free access to the various facilities provided by the University's Medical College.

EMPLOYMENT OPPORTUNITIES FOR GRADUATES

The programme offers a breadth of knowledge and transferable skill in different areas of healthcare management. Graduates of the programme may opt for public sectors jobs at the local, provincial and federal level, national and international private and non-governmental healthcare organisations and academia. Careers include but are not limited to leadership and administrative roles, field-based programmes, education and research.

STUDENT EVALUATION AND GRADUATION REQUIREMENTS

The following are minimum requirements for progression and graduation:

- A Cumulative Grade Point Average (CGPA) of at least 2.50 is required at the end of each semester for progression.
- A Grade Point Average (GPA) of at least 2.50 in all course work is required for graduating from the programme.
- Successful completion and defence of the thesis.

Students should note that HEC requires a minimum cGPA of 3.0 out of 4.0 to make an application for a PhD programme.

ADMISSION TO THE MASTER OF SCIENCE IN HEALTHCARE MANAGEMENT PROGRAMME

Admission to MSHM is based on academic merit and potential for leadership. Merit will be evaluated through scholastic achievement of candidates and their performance in the AKU admission test. Leadership potential will be assessed on the basis of interviews, past experience and future plans. Candidates from the public or private sector from Pakistan and overseas may apply. High academic scores are not the sole criterion for selection.

The MSHM is a standalone programme. Candidates cannot transfer to this programme from other programmes offered in CHS.

ELIGIBILITY CRITERIA

Sixteen years of education or 4-years education (130 credit hours) after HSSC/FA/FSc/Grade 12 equivalent from an accredited/recognized university in Sciences/Health Sciences including but not limited to:

- BSc (Biology, Biological Sciences, Physics, Physical Sciences);
- Doctor of Physical Therapy (DPT), MBBS, BDS, BScN, DVM, D. Pharm, B Pharm (or equivalent)
- Master of Business Administration, Marketing, Financing, System Management

“Preferably one year of full-time work experience in a health institution. Fresh medical graduates with one year house job may also apply. Part-time, informal, and voluntary work will not be considered”

ADMISSION PROCESS SUMMARY

Candidates are evaluated in stages:

Stage I	Online submission of application. Candidates are invited to sit for the AKU admission test.
Stage II	Candidates who are shortlisted based on the admission test will be required to: <ul style="list-style-type: none">• submit relevant academic documents, work experience certificate/ letter and reference letters.• attend interviews with senior faculty members of the University.
Stage III	Final selection is based on an overall assessment of each candidate's dossier which is formally approved by the University's Admission Review Committee/s.

<https://www.aku.edu/admissions/Documents/admission-process-summary.pdf>

ADMISSION TEST

The admission test comprises of three components: English language, quantitative reasoning and a subject specific exam.

- The language component evaluates a candidate's competency in the English language.
- The quantitative reasoning component is designed to assess problem solving and logical thinking ability.
- The subject specific exam will assess basic knowledge related to the speciality.

NOTE: The test will be conducted online onsite on computers.

Sample test paper for the test is available on: www.aku.edu/admissions/mshh

The University does not provide any preparation for the admission test nor does it authorise any publication or preparatory classes for this purpose.

SHORT-LISTING AND INTERVIEWS

Candidates will be shortlisted on the basis of the admission test. Interviews will be conducted for shortlisted candidates only. There will be two independent interviews with faculty members of the University. The purpose of the interview is to assess a variety of attributes, including motivation, maturity, social and cultural awareness, knowledge of healthcare management issues in developing nations and evidence of interest, and commitment to the programme.

Interviews are conducted in Pakistan. For all candidates who reside overseas, interviews are conducted over Zoom.

VALIDITY OF TEST SCORES

The AKU admission test scores are valid for a period of two years from the date the test is written.

APPLICATION FOR ADMISSION

Applications for admission will be accepted between **January 05, 2025, and March 6, 2025**. Candidates must apply online by logging on to www.aku.edu/apply-online

Applications must be submitted online. Applications will only be accepted if a candidate completes the following:

1. Upload the application fee on the online form.
2. Upload CNIC/NICOP both sides as one file or relevant Passport pages (for foreign nationals)
3. HEC attested undergraduate mark sheet/ degree (16 years) or receipt from HEC as evidence that an application has been made. (front & back copy pdf)
4. HEC equivalence for 16 years of education or receipt from HEC as evidence that an application has been made. (if applying with Post RN BScN or foreign qualification)
5. For unattested documents, upload HEC receipt as evidence. **This is a mandatory requirement.**
6. Upload detailed curriculum vitae (see CV specification section)
7. Relevant work experience letter/certificate
8. Submit the application form online. (*Candidate will receive a copy of the application form on their registered email as a confirmation when the application is submitted successfully*)

Incomplete applications or submission of applications after the deadline is not accepted.

NOTE FOR ALL CANDIDATES

Candidates are requested to ensure they meet application eligibility requirements before applying. These are listed in the programme brochure. Moreover, candidates applying online are responsible for completing the application and other requirements according to the published instructions and time schedule.

Aga Khan University reserves the right to admission; to revoke admission and registration if an application is discovered to be inaccurate or incomplete, or if supporting documents are discovered to be fraudulent. Any candidate who presents a fraudulent document in support of an application for admission may be identified to other universities and colleges.

ADMIT CARD

The admit card to allow you to write the test will be received by candidates who apply online on their portal and/or through an email.

In cases where the admit card is not received 12 days before the date of the test; candidates must email the Admission Office at postgrad.query@aku.edu for the required information and application details.

If a candidate would like to write the test at a different test centre from the one originally noted in the application form, she/he must inform the admission office via email at least 72 hours before the test so that information can be sent to the test centre. Walk-in candidates are not encouraged.

Please Note: The University does not take responsibility to conduct the test for candidates who walk into a test centre without information.

Please note:

To be allowed into the test centre to write the test, candidates must bring:

- A hard copy of the admit card issued by AKU **AND**
- A valid current photo ID card/original CNIC/college ID card/enrolment card for identification.

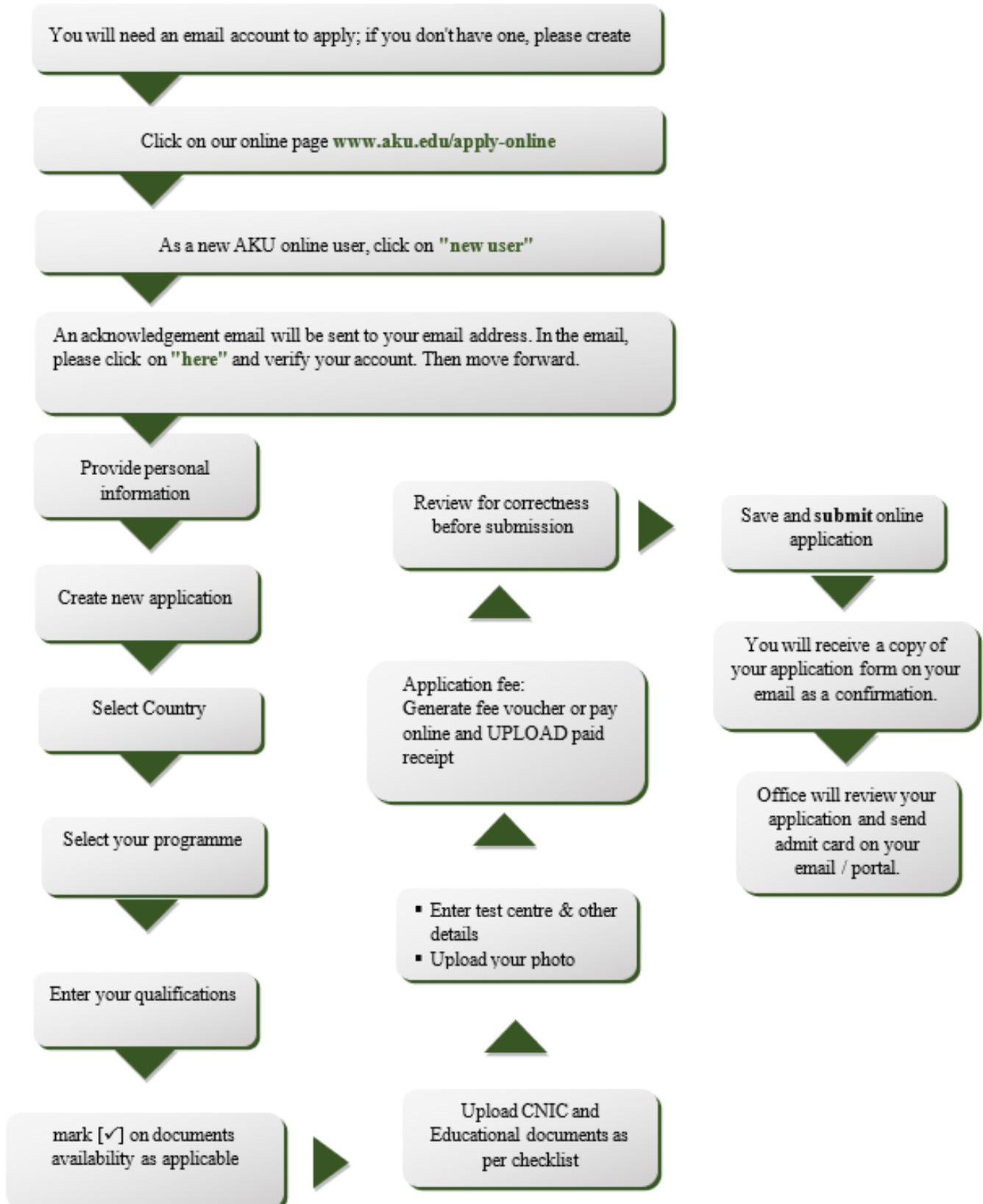
Without these documents, AKU reserves the right not to allow you to write the test.

DISABILITY

Candidates aspiring to apply to and attend the Aga Khan University must declare formally any disability (whether, mental, physical or otherwise) with all evidence to the University. This includes but is not limited to dyslexia, medical conditions and mental health problems. This allows the University to share with the candidate reasonable accommodation as mandated under the relevant and applicable policies.

APPLY ONLINE

Follow the steps below to apply for an academic programme online:



PLEASE UPLOAD THE FOLLOWING DOCUMENTS WHEN APPLYING ONLINE

Note: The photograph should be in JPEG format with 2 MB size and all other documents should be in PDF format with 5 MB file each.

1. Photograph (*see photograph specification section*)
2. CNIC / NICOP (*front & back copy*) or relevant *Passport pages (for foreign nationals)*
3. Detailed curriculum vitae (*see CV specification section*)
4. HEC attested undergraduate mark sheet/ degree (16 years) or receipt from HEC as evidence that an application has been made. (front & back copy pdf)
5. HEC equivalence for 16 years of education or receipt from HEC as evidence that an application has been made. (if applying with Post RN BScN or foreign qualification)
6. For unattested documents, upload HEC receipt as evidence. **This is a mandatory requirement.**
7. Relevant Work Experience Letter / Certificate

Application Fee: - **Applying from AKU residential countries* the fee is Rs. 7000/-**
- **Applying from AKU non-residential countries the fee is US \$ 150/-**
- (*see mode of payment section for details*)

The application fee is non-refundable.

Candidates must ensure eligibility before applying.

*Afghanistan, Burundi, Kenya, Pakistan, Rwanda, Tanzania and Uganda

DOCUMENTS REQUIRED UPON SHORTLISTING

1. SSC / O Level / equivalent mark sheet or certificate.
2. HSSC / A Level / equivalent mark sheet or certificate.
3. Consolidated mark sheet of undergraduate qualification / equivalent to 16 years - attested by Higher Education Commission (HEC), Pakistan.
4. Degree of undergraduate qualification / equivalent to 16 years - attested by HEC.
5. HEC equivalence of 16 years for candidates applying with Post RN BScN or foreign degree.
6. All relevant work experience certificates as entered on the form.
7. Detailed curriculum vitae (CV) - (*see CV specification section*)
8. Three reference letters / recommendation to be sent in sealed envelopes or emailed directly by your referee to postgrad.query@aku.edu
(*Referees should be individuals who are well-acquainted with your previous academic work and professional experience. The letters should be current or not more than one-year-old.*)
9. Transcript / enrolment information of all the courses undertaken or completed at AKU (if applicable)
10. Latest mark sheets / progress reports, if currently enrolled in any other institution (if applicable)

MODE OF PAYMENT

Candidates may pay the application fee through any of the following modes. *When the fee is paid, please upload the receipt on the online admission portal to complete the application.*

■ FEE VOUCHER (FOR PAKISTANI CURRENCY ONLY)

Please follow these steps to pay the application fee through fee voucher:

1. On the application home page, please click on “Application Fee Information”
2. For **payment options**, select “Fee Voucher”
3. Click “Yes” to generate the voucher (*make sure that your pop ups aren't blocked*)
4. Take the printed voucher to any branch of Habib Bank Ltd (HBL) and pay the fee. (*Please do not transfer online*)
5. Upload the paid voucher by clicking the “Upload Button” on the proof of payment section.

■ ONLINE PAYMENT THROUGH DEBIT/CREDIT CARD (PAKISTANI & US\$ CURRENCY)

Follow these steps to pay application fee online through a debit / credit card:

1. On the application home page, please click on “Application Fee Information”
2. For **payment options**, select “Online Payment” and click yes (*make sure that your pop ups aren't blocked*)
3. Complete your payment details on online web portal: <https://payonline.aku.edu/>
4. Upload the payment acknowledgement email or screenshot by clicking the “Upload Button” on the proof of payment section.

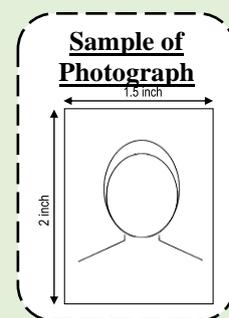
In case you are unable to receive the payment acknowledgement, please notify the Finance Office by emailing your query along with tracking Id, name, and programme name at student.finance@aku.edu

PHOTOGRAPH SPECIFICATION

Your photograph is a vital part of your application. Please follow these instructions carefully.

- Passport size coloured photograph with a plain background; taken within the last 1 week to reflect your current appearance.
- File size and format: 2 MB and JPEG format.
- The photo should show a clear front view; full face of the person.

If your photograph does not reflect your current appearance, the University will not allow you to write the Admission Test.



CURRICULUM VITAE (CV) SPECIFICATION:

Your CV must include the following:

- Qualifications with grades/percentage and passing year
- Work experiences with job responsibilities and duration
- Courses undertaken or completed at AKU (if applicable)
- Other Continuing Professional Development (CPD) courses
- List of publications (if any)
- Other additional information to support your application

FEES AND FUNDING

Admissions to all the academic programmes at Aga Khan University are based on merit and are needs blind, i.e. without considering the financial background of the student.

Upon acceptance into an academic programme, a student who is unable to pay for the cost of education at the University, may apply for financial assistance.

The financial information including student's fee-paying status, fee structure for the 2025-2026 session, and financial assistance will be available on: www.aku.edu/admissions/fees-and-funding

STUDENTS ON SPONSORSHIP FROM EXTERNAL AGENCIES

Students expecting to receive sponsorships or scholarships from external agencies to complete the programme are requested to submit the relevant documents and approval letter from external agency when accepting the offer of admission.

For more details, please contact Graduate Programme Admission Office, Aga Khan University, Stadium Road, Karachi 74800, Pakistan, Phone: +92-21 3486 4410 / 4412.

ACCOMMODATION

Accommodation for outstation students is arranged in the hostels managed by the University based on availability. These are shared, non-air-conditioned, furnished accommodation. Hostel space is restricted to students from outside Karachi only and is offered to graduate programme students, when available. Accommodation is limited.

A fee is charged for all accommodation. Accommodation charges for the 2025-2026 session are available online along with the fee structure. Meals may be purchased separately from the University's cafeteria.

All students living in the university hostels are expected to conform to rules and regulations. Residence is conditional upon proper use and care of the property, considerate behaviour and periodic reappraisal of the student's need for such accommodation.

CONTESTED DECISIONS

In all matters pertaining to the selection of students, fees, grants, evaluation of scholastic performance, discipline and student affairs, the decision of the University shall be final. Appeals in matters of student selection will be considered within 15 days of the announcement of the new class only if the appeal cites circumstances suggesting that the University has violated provisions of its Charter or that there has been failure to comply with the admissions procedure as described in this document.

KEY DATES FOR 2025-26 ADMISSIONS

January 05, 2025 – March 06, 2025	<u>Admission Open:</u> Apply online via www.aku.edu/apply-online	
April 12, 2025	<i>AKU Admission Test -Pakistan</i>	Test Centres Chitral, Gilgit, Karachi, and Islamabad
	<i>AKU Admission Test - Overseas</i>	Dar es Salam, Kabul, Kampala, Khorog, London, Nairobi. <i>(Additional overseas centres will be confirmed if there are at least 10 candidates to write the test)</i>
<i>Please note:</i> Timings and address for the venue will be stated on the admit card. In case of a change, candidates will be notified through email.		
Upon Shortlisting	<ul style="list-style-type: none"> ▪ <i>HEC attestation on 16 years of undergraduate transcript and degree</i> ▪ <i>HEC equivalence* (if applicable)</i> 	
May/June	Interviews	
January 2026	Commencement of Classes	

****HEC equivalence applicability:*** In case of Post RN BScN and other foreign qualifications, equivalence letter from HEC must be submitted stating that the candidate has completed at least 16 years of education.

DISCLAIMER

This booklet contains information about the programme offered by the Aga Khan University, Pakistan, for the academic year 2025-26. The information provided is subject to change over time. Candidates aiming to apply for programmes in any other academic year are requested to get updated information about minimum eligibility requirement, application and admission process from the University Admission Office.

THE AGA KHAN UNIVERSITY
Stadium Road, Karachi 74800, Pakistan
Tel: +92-21 3486 4410 / 4412
Email: postgrad.query@aku.edu
Web: www.aku.edu