I am pleased to welcome you to the College of Physicians and Surgeons Pakistan (CPSP), for Membership Program (MCPS) in Health Care Systems Management (HCSM). The purpose of this program is to equip you with the relevant knowledge, skills and attitudes leading to the development of competencies required for professional management needed for improving the health care systems in Pakistan.

Pakistan is a developing country with limited resources and uncontrolled population. There is a shortage of well qualified and trained personnel who could effectively manage resources and facilitate evidence-based decision making to improve the overall health status of the country.

CPSP is the first institution which recognized and introduced a one-year diploma program in 2004 and has produced around 125 mid-level health managers. However, the need for a more comprehensive program for higher tiers of health administration and academics has grown over the past few years. CPSP has therefore decided to upgrade its program to the college membership level (MCPS-HCSM) with an extended duration of two years, including additional courses and a research project.

I am sure that this program will go a long way in producing duly qualified leaders and managers who would bring about a qualitative improvement in the healthcare delivery system in the country.

I once again welcome you to the College and wish you all the best in your endeavors.

Prof. Zafar Ullah Chaudhry
President, CPSP
January, 2015
DEFINITIONS
• “College” and “CPSP” means College of Physicians & Surgeons, Pakistan.
• “President” means President of CPSP.
• “Council” means the council of the college (CPSP).
• “Program Director” means the director of post-graduate program in the Health Care Systems Management.
• “Academic Year” means the period of program covering 3 semesters.
• “Credit Hour” means the rating allotted to each course during a semester.
• “Program” means complete program of Membership Program (MCPS) in health care systems management.
• “Student” means a candidate enrolled in Membership Program MCPS-HCSM Program.
• “Course” means a single subject offered in program.
• “Cumulative Grade Point Average” (CGPA) means the grade point average of a student at the end of the entire period of Membership Program MCPS-HCSM program.
• “Grade Point Average” (GPA) means the average value of all the grade points obtained by a student. Grade point average (GPA) is an expression for the performance of the student in the course taken during a particular semester.
• “Quality Point” means a product of grade point (GP) and credit hours (CH).
• “Semester” means a period of teaching and examination of 16-20 weeks including gazette holidays.
• “Withdrawal” means to withdraw before the commencement of the program after the student has made the payment.
• “Drop-out” means withdrawal from the program after the commencement of the Program in an academic calendar.
INTRODUCTION
The College of Physicians and Surgeons of Pakistan (CPSP) was established in 1962 under the charter given by the national legislature. The CPSP came into being with the exemplary facilitation of late Lt. Gen. W. A. Burki, the then Federal Minister of Health, and untiring efforts of 49 other luminaries of medical sciences in Pakistan.

The CPSP is one of the oldest and reputable institutions of South Asia. It was founded with an aim to maintain high principles of medical profession promote specialized medical practice and arrange postgraduate training in the country. It is a reputed seat of higher education where outstanding academicians devote their time in preparing postgraduate candidates in various disciplines of medical science. Since its inception, it has earned international reputation for quality education. Recently in 2013, the CPSP was declared the best postgraduate institution of the world by Socrates Committee of Europe Business Assembly.

OBJECTIVES OF CPSP
The charter of the college laid down the following objectives for the college:
1. Promote specialist practice of medicine, surgery, gynecology and obstetrics and such other specialties by securing improvement of teaching and training in hospitals and hospital methods.

2. Arrange postgraduate medical, surgical and other specialists’ training;

3. Hold and conduct examinations for grant of diplomas and admission to the Membership and Fellowship of the college.

4. Provide opportunity for research.

5. Bring together the physicians, surgeons and other specialists of Pakistan, periodically for scientific discussions and practical demonstrations of various subjects.

6. Do all acts and things as it may consider necessary to carry out the purposes of this ordinance.
DEMOCRATIC MANAGEMENT
Besides laying down objectives as above, the charter also specified the management of the college. It was entrusted completely to the fellows of the college, whereby a 20 member college council is elected every four year from amongst its fellows spread in all parts of the country. The Council in turn elects every year its office bearers from amongst the elected councilors.

BRIEF ACADEMIC HISTORY
Immediately after its establishment, the CPSP embarked upon organizing postgraduate medical education through developing curricula and conducting objective, valid, reliable and transparent system of examinations. The CPSP conducts over 160 examinations a year for the award of its various postgraduate qualifications. The quality of its academic qualifications has earned recognition not only within the country and the region but has also attained recognition by the developed world. The model adopted by the CPSP for its training programs integrates training with service and research. Hence all its programs involve on-job training. Same is the case with MCPS-HCSM programs with quarter or less of each semester devoted to taught courses while three quarters reserved for on-job experiential learning. The training also involves capacity building workshops for students enrolled in its various programs and their supervisors, including international life support courses such as Basic Life Support (BLS), Advance Cardiac Life Support (ACLS), Pediatric Life Support (PALS) and Advance Life Support (ATLS) in accordance to the specialty they are trained for.

RESEARCH
Research constitutes an integral part of all fellowship programs and students are required to submit two original research papers or a dissertation on an approved title and synopsis. Research on management issues shall also be part of MCPS-HCSM program. In addition, the college is regularly publishing its own Journal - JCPSP since 1991, which is a renowned biomedical journal of the country. It is now the only monthly biomedical Journal of Pakistan which has an Impact Factor by Thomson Reuter-ISI (USA); besides it is indexed in Index Medicus/MEDLINE and EMBASE/Excerpta Medical.
COLLABORATION
CPSP is working in collaboration with leading world academic institutions of higher learning, including:

• University of Illinois at Chicago, USA on 11th May 1993 regarding mutual assistance in the areas of education and research.

• Tribhuvan University (TU) Nepal on 24th October 1998 for collaboration in various specific areas.

• Kuwait Institute for Medical Specialization dated 15th December 2003 for the collaborative research reciprocal recognition of CME/CPD and for exchange of examiners.

• Amendment to an earlier MoU with Saudi Commission for Health Specialties from 22nd September 2008 in order to mutually recognize FCPS and SCC degrees and their training programs.

• Royal College of Obstetricians and Gynecologists, UK, dated 10th July 2009 in order to share and collaborate on educational resources, video conferencing, e-learning, jointly conducting examinations and placement of trainees.

• Northern Lincolnshire and Google Hospitals NHS Foundation Trust UK dated 12th December 2009, in Medicine and Allied specialty.

• Saudi Council for Health Specialties (SCHS) dated on 12th November 2010, regarding exchange of examiners, providing assistance in medical education to Saudi council, establishment of department of examination at Saudia-Saudi Council conducting FCPS I exams at Saudi Arabia on behalf of CPSP and equalization of FCPS certification in Saudi Arabia.

THE CAMPUS
CPSP campus at Karachi is spread over 11 acres of land with beautiful, lush green lawns, an extensive plantation and water fountain. A major portion of the college is operating in a four-story building comprising of 410-seat auditorium (Burki Hall), a separate 242-seat lecture hall, three seminars rooms and two separate work shop halls. All these facilities are equipped with latest audio-visual systems.
IN-HOUSE PRINTING AND PUBLICATION
CPSP has its own in-house printing press, which caters to the needs of its various departments. This has economized the printing cost, without compromising quality. Since its inception, the press is printing the quality material with approximately 30% to 35% saving as compared to market prices.

REGISTRATION, TRAINING AND MONITORING CELL (RTMC)
The Registration, Training and Monitoring Cell (RTMC) was created in 1991, as an independent unit. Trainees and supervisors of all CPSP programs are required to register with RTMC, which maintains updated records of trainees and supervisors.

RESEARCH EVALUATION UNIT
The unit is responsible for conducting research workshops for trainees and supervisors, providing guidance for writing and evaluating synopsis and dissertation of fellowship programs.

CPSP SERVICES AVAILABLE FOR THE STUDENTS
Library
The main library of CPSP opens 7 days a week till 12 0’clock (midnight). A nominal membership fee is charged for utilization of facilities of library from students registered in its various programs. Besides the main library, a custom-built reference library has been developed for HCSM program within the Department of Medical Education (DME).

Computer Lab
Computer lab has 20 work stations for teaching purpose. All computer tutorials would be held at the computer lab located on the first floor of the main building.

Teaching Rooms
HCSM classes will be held in the workshop hall situated at DME, which is equipped with multimedia facility, overhead projector, white board, flip chart stand, space for small group sessions and comfortable chairs.

Photocopying and Printing Services
Soft copies of reading material and handouts will be e-mailed to the course participants. Students will themselves be responsible for making photocopies and printouts from outside, if they so desire.
Parking Facilities
Limited Parking space is available for faculty, staff, students, guests and visitors.

Cafeteria
The college cafeteria offers a wide range of choices to fit in the budget of students and staff. Full breakfast and lunch services are provided with a variety of meals and snacks.

Accommodation in Male & Female Hostels
CPSP has a limited capacity for accommodation and is provided on first come first served basis.

Terms and Conditions of Hostels
The college campus has two separate hostels for males and females and is only provided to the students from cities outside Karachi, if available. The rooms are well furnished with attached bath rooms.

• Candidates only belonging to the area outside Karachi will be given residence if available.
• Hostel fee and security deposit is payable at the time of allotment of hostel accommodation.
• Over stay charges will be incurred additionally.
• It is the responsibility of operation department to get the reservation done for the participants coming for the course. However student should intimate the Operation department well in advance.
• Check in time is between 08:00 am to 05:00 pm.
• Single room will not be given to anyone.
• Visiting timings are 05:00 pm to 07:00 pm and under no circumstances visitors can remain in the hostel after visiting hours. In case of violation booking of the resident can be cancelled.
• Allotment of residences can be cancelled without any refund and on a very short notice if the resident is causing any disturbance in the hostel.
• Hostels gates will be closed at 11:00 pm and no entry is allowed after theses timings.
• Exit gate pass must be shown at main gate at the time of check out.

Computer Usage
All students are expected to have their own laptops for utilization during the program.
Banking Facilities
A branch of United Bank Limited is present within the college campus for monetary transactions along with the ATM facility.

DEPARTMENT OF MEDICAL EDUCATION
Department of Medical Education (DME) of the CPSP is the hub of all academic activities and was established in 1979 in collaboration with the World Health Organization (WHO). In the same year it was designated as “National Teachers Training Centre” by the government of Pakistan. In 1996 DME got designated as “WHO Collaborating Centre for Training in Research and Educational Development of Health Personnel” and enjoys this position to date. The DME, besides performing other functions, initiated two diplomas in 2004; Health Professions Education (HPE) and Healthcare Systems Management (HCSM).

HEALTHCARE SYSTEMS MANAGEMENT (HCSM) PROGRAM
Vision:
Transform healthcare delivery into an effective and efficient system, which could provide equitable and affordable access to the masses of the country.

Mission
To educate and train healthcare professionals for administrative and management positions and leadership roles to organize, manage and monitor health delivery facilities and provide an effective and efficient system of health delivery.

Goal
Impart knowledge and skills to healthcare professionals in healthcare systems management. The goal will be achieved by providing & testing knowledge in a structured manner through semester based program.

Program Overview
The program has been designed for candidates interested in pursuing their career in healthcare management. It is geared towards those working in public or private health care organizations; such as teaching institutes, hospitals, community based organizations and non-governmental organizations. It will prepare students in becoming an effective leaders and managers for managing health care delivery and becoming an agent of social change.
Salient Features
The value adding characteristics making this program unique includes:
- Advancement in career ladder.
- Combination of contact sessions and supervised learning approach; providing opportunity for skill enhancement and on job application.
- Course directly suits to the scarcity of health mangers of the country.
- Highly trained and competent faculty.
- Application to government sector international agencies, private sector and other healthcare organizations.

Curricular Philosophy
The curriculum follows the principles of adult learning. This enables the participants to activate current knowledge and assimilate new information presented in a structured format for on job application. A blend of constructivist, cognitive and experiential learning philosophies is employed for teaching and learning.

Teaching Methodology
- It is the combination of contact sessions and supervised learning.
- The strategies adopted in the program, encourage critical thinking, analytical skills and application of knowledge.
- The course is developed in context of current management issues faced by healthcare professionals and provides opportunity for practical application of concepts in real life situations.
- During the contact sessions opportunities are provided to enhance learning through various methods such as plenary, group discussions, case studies, resource sessions, panel discussions and field visits
- The education material focuses on research, education and systems to be followed by their training at work place.

Instructional Methodology
The “REST” approach will be followed for teaching purposes.
A. Research
1. Enable the students to learn the fundamentals of research.
2. Undertake research on issues related to healthcare management, policy, practice and education.
3. Write publishable research articles and reports.
B. Education
1. Enable the students to communicate (verbal and written) effectively and learn the concepts of Public Health.
2. Understand the principles of adult learning, developing and evaluating educational activities and student assessment.

C. System
1. Enable the students to adopt systems based approach towards management of healthcare organizations.
2. Focus on various components of healthcare systems through structured learning.

D. Training and Development
1. To apply learnt concepts for improving management at work place under supervision.
2. Write a report on the changes implemented along with justification for changes, resistance encountered and measures taken to overcome.

Outcomes
After successful completion of program the participants will be able to:
- Analyze contemporary healthcare systems.
- Incorporate research as a mandatory tool for learning and sharing new information
- Use scientific and evidence based approach for provision of quality healthcare, which is efficient and cost-effective.
- Apply epidemiological and statistical concepts for better planning and management of health related issues.
- Apply principles of financial management, allocation of resources, priority setting and decision making.
- Demonstrate use of health information systems and technology for effective management of healthcare organization.
- Market healthcare services focusing on consumer behavior and needs.
- Apply concepts of human resource management in order to optimize performance.
- Effectively manage healthcare systems at different levels of care to achieve organizational goals and objectives.

Eligibility Criteria
- Medical and Dental graduates
- Those who have already completed DCPS-HCSM.
- Preference will be given to those candidates who have at least two years post-graduate experience.
COURSE ORGANIZATION
This is a two year program comprising of 6 semesters of 4 months each. Each semester has a contact session of 2 weeks to be held at CPSP Karachi. Classes will be conducted from 08:30 am to 05:00 pm, seven days a week.

We are offering two types of program as follows:
Regular Program:
Duration of this program is two years and each year is divided into 3 semester of 4 months duration. At the beginning of semester, the participants will be required to attend a contact sessions of 2-3 weeks at CPSP, Karachi. In the sixth semester, there will be no contact session and the time will be spend towards finalization of Dissertation and its publication. Classes during the contact sessions will be conducted from 08:30 am to 5:00 pm, Monday through Sunday.

Sunday Program:
Duration of this program is also two years and each year is divided into 3 semester of 4 months duration. In each semester, the participants will be required to attend contact sessions on every Sunday at CPSP, Karachi. In the sixth semester, there will be no contact session and the time will be spend towards finalization of Dissertation and its publication. Classes during the contact sessions will be conducted from 08:30 am to 5:00 pm.

The program consists of two essential components:
• Coursework: spread over five semesters consisting of different courses.
• Research work: Research methodology is taught longitudinally in all semesters of coursework. The last semester is dedicated to the application of acquired knowledge of research methodology for conducting research on an issue pertaining to healthcare systems or its management.
<table>
<thead>
<tr>
<th>Year/ Semester</th>
<th>Unit Code</th>
<th>Unit Name</th>
<th>Credit Hours</th>
<th>Teaching Credits</th>
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**Grand Total**

**24**  **50**  **460 hrs**  **620hrs**
This program is exclusively being offered to the graduates of DCPS-HCSM to enhance their knowledge and skills in health care systems management in order to upgrade their DCPS into MCPS in HCSM.

### YEAR-2: SEMESTER-4

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<table>
<thead>
<tr>
<th>Year/ Semester</th>
<th>Unit Code</th>
<th>Unit Name</th>
<th>Credit Hours</th>
<th>Teaching Credits</th>
<th>Assignment Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-2</td>
<td>(HCSM024)</td>
<td>Major Project (8,000-12,000 Words)</td>
<td>4</td>
<td>-</td>
<td>4 = (160)</td>
</tr>
<tr>
<td>Semester-6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>1</strong></td>
<td><strong>4</strong></td>
<td><strong>160 hrs</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td><strong>6</strong></td>
<td><strong>14</strong></td>
<td><strong>260</strong></td>
</tr>
</tbody>
</table>
Explanation for Credit Hours

Contact Session: Four weeks
• 0.5 Credit hr. = (25 min) of contact session X 4 (weeks) X 4 (months) = 400 min = 6.66 hours of total teaching in a semester.
• 1 Credit hr. = (50 min) of contact session X 4 (weeks) X 4 (months) = 800 min = 13.33 hours of total teaching in a semester.
• 2 Credit hr. = (100 min) of contact session X 4 (weeks) X 4 (months) = 1600 min = 26.66 hours of total teaching in a semester.
• 3 Credit hr. = (150 min) of contact session X 4 (weeks) X 4 (months) = 2400 min = 40 hours of total teaching in a semester.

Supervised Learning Assignment
• 0.5 Credit hr. = (75 min.) required to complete a supervised learning assignment per week for 16 weeks of a semester = 1200 min equivalent to 20 hours of total teaching time.
• 1 Credit hr. = (150 min) required to complete a supervised learning assignment per week for 16 weeks of a semester = 2400 min = 40 hours of total teaching time.
• 2 Credit hr. = (300 min) required to complete a supervised learning assignment per week for 16 weeks of a semester = 4800 min = 80 hours of total teaching time.
• 3 Credit hr. = (450 min) required to complete a supervised learning assignment per week for 16 weeks of a semester = 7200 min = 120 hours of total teaching time.

Evaluation System
The evaluation system is based on on-going assessment (50%) and final assessment (50%).

I. On-going Assessment (50%)
Following are the components for on-going assessment. In case there is no quiz or presentation or class assignment the weightage will be transferred to any of the component undertaken by the faculty in the class.
• Attendance
• Quiz
• Professional attire and behavior
• Class assignment
• Book review
• Class Participation
• Presentation
• Supervised Learning Assignment (SLA)
Supervised Learning Assignments
The Supervised Learning Assignments (SLA) forms the most important part of on-going assessment. During the supervised learning period, students are given assignments by the faculty, based on the relevance of the topic. Follow-up is arranged via telephone/email/mail between students and faculty members to discuss the progress and concerns. 

Note: In case of SLA, the assessment criteria will be provided by the assessor based on the objectives of the particular topic.

II. Final Assessment (50%)
Final assessment will be held for each course, except for those, where credit hours are not assigned. It includes:

a. Written Examination (25%)
The written examination papers may contain MCQs (multiple choice questions) or SAQs (short answer questions) or both.

b. OSME (Objective Structured Management Examination) (25%)
It is a method to assess: analytical skills, critical thinking, communication and practical application of management skills of the student. This will be conducted by rotating the students in a circuit around 12 or more stations (interactive and static) for 5-8 min each. Stations will be based on the cases / scenarios pertaining to the course content.

Conditions of Passing the Exams
(a) The evaluation system is based on on-going assessment (50%) and final assessment (50%). Final assessment is considered to be hurdle exam and is compulsory to pass. If the aggregate of final and ongoing assessment is 50% and final assessment is less than 50% than the student shall be declared as “F” (Fail) no matter cumulative result is pass. The student shall have to retake the exam of that particular course in subsequent semester.

(b) It is compulsory to acquire a minimum grade point of 2.00 to “PASS” any course. If a student fails to maintain a grade point of 2.00 in any course, he/she will be declared as “F” (Fail) and would be entitled to re take that particular course with the subsequent batch when offered.

(c) If a student is unable to complete ongoing assessment than the student will obtain grade “I” (Incomplete). The student should complete all the components of ongoing assessment in order to acquire a passing grade.
(d) In case of absenteeism in the final exam, the result shall be declared as “I” for that respective course/s. The student will have to retake the final exam when offered in the subsequent semester.

**Grading System**
Evaluation of the students shall be based on the On-going Assessment and Final Assessment. Grades given to students in each course shall be based on the following:

<table>
<thead>
<tr>
<th>Grades</th>
<th>Percentage %</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>&gt;/85</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>80-84</td>
<td>3.67</td>
</tr>
<tr>
<td>B+</td>
<td>75-79</td>
<td>3.33</td>
</tr>
<tr>
<td>B</td>
<td>70-74</td>
<td>3.00</td>
</tr>
<tr>
<td>C+</td>
<td>65-69</td>
<td>2.67</td>
</tr>
<tr>
<td>C</td>
<td>60-64</td>
<td>2.33</td>
</tr>
<tr>
<td>D</td>
<td>50-59</td>
<td>2.00</td>
</tr>
<tr>
<td>F (fail)</td>
<td>&lt;50</td>
<td>0.00</td>
</tr>
<tr>
<td>WH (withheld)*</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>I (incomplete)**</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

*In case of absenteeism in final exam** In case of inability to complete the course.

**Explanation for Grade Point Average (GPA)**
The academic standing of a student shall be calculated on the basis of GPA, which is illustrated in the table given below:

<table>
<thead>
<tr>
<th>S#.</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Grade</th>
<th>Grade Points</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HR Management</td>
<td>2</td>
<td>B</td>
<td>3.0</td>
<td>2.0x3=6</td>
</tr>
<tr>
<td>2</td>
<td>Health Informatics</td>
<td>2</td>
<td>C+</td>
<td>2.67</td>
<td>2x2.67=5.34</td>
</tr>
<tr>
<td>3</td>
<td>Business Leadership</td>
<td>2</td>
<td>A</td>
<td>4.0</td>
<td>2x4.0=8</td>
</tr>
<tr>
<td>4</td>
<td>Hospital Management</td>
<td>2</td>
<td>D</td>
<td>2.0</td>
<td>2x2.0=4</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
<td></td>
<td><strong>23.34</strong></td>
<td></td>
</tr>
</tbody>
</table>

GPA=23.34/8=2.91
Explanation for Cumulative Grade Point Average (CGPA)
The cumulative grade point average (CGPA) is obtained by adding all the quality points of the courses offered in various semesters and dividing the total number of credit hours prescribed for the semesters concerned. The CGPA shall be calculated based on successful completion of all the courses offered in the program, see sample.

<table>
<thead>
<tr>
<th>SEMESTER</th>
<th>CREDIT HOURS</th>
<th>TOTAL QUALITY POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>10</td>
<td>30.5</td>
</tr>
<tr>
<td>II</td>
<td>10</td>
<td>31</td>
</tr>
<tr>
<td>III</td>
<td>10</td>
<td>32</td>
</tr>
<tr>
<td>IV</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>V</td>
<td>6</td>
<td>28</td>
</tr>
<tr>
<td>VI</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Grand Total</td>
<td>50</td>
<td>154.50</td>
</tr>
</tbody>
</table>

CGPA=3.09

CPSP POLICIES AND PROCEDURES FOR STUDENTS
CPSP has its own policies and procedures and reserves the right to revise it on need come basis.

General
(a) All students of the college shall have to abide by the policies and regulations of the college.

(b) Breach of rules, misconduct, irregularity in time keeping, idleness, lack or un-reasonable progress in studies etc., will render a student liable to disciplinary action including expulsion or rustication from the program.

Administrative
Class Timings
During contact period, the classes will be held from 08:30am to 05:00pm, Monday through Sunday.

Attendance
(a) Students are required to attend lectures, computer lab sessions, seminars and field trips during the course of contact period. Attendance would be taken for each class immediately at the start of the class.

(b) A student with less than 80% attendance in a unit will not be eligible to sit in the semester examination of that particular unit and his or her result shall be declared as incomplete “I” for that semester.
(c) The student shall retake the unit / units in the subsequent semester whenever offered and then appear in the examination of that unit. The fee charged for such students is given on page 22.

Leave
(a) Students should ensure their full attendance during the contact session.

(b) Students requiring leave must notify prior to the commencement of the semester.

(c) In case of any emergency, leave can be granted solely at the discretion of the administration.

(d) Any short leave or late arrivals must be documented on the leave application.

(e) A leave form is available and must be completed by the student.

Rechecking of Final Paper
The grades once issued in the transcript by the CPSP Examination Board are final. Students are not entitled to appeal for the rechecking of their papers / submissions.

Rustication
Enrolment in the program (MCPS-HCSM) last for five years and students are required to finish the program within this time frame. If a student fails to obtain a minimum CGPA of 3.0 in five years of duration, he/she shall be terminated from the program.

Student-at-Large
A student is considered as Student-at-Large (SAL), if he/she has not completed the MCPS- HCSM program within 2 years and wishes to complete the remaining courses of the program later. The status of SAL is valid for a period of 5 years from the day of enrolment in the program. SAL shall be charged “Complete Package per Course”.

Professional Behavior
Student Card
It is compulsory to prominently display student identity card in the college premises. Students are not allowed to participate in program activity without the student card. In case of loss of card, student shall be charged Rs.100/for issuing of duplicate card.
Academic Misconduct

Cheating
Cheating is an act of obtaining high grades by using dishonest means; it includes
(a) Copying, in part or whole from another’s examination paper, mathematical analysis, research or creative project etc.

(b) Submitting as one's own work in research or creative project by borrowing purchasing or stealing.

(c) Consulting notes, sources or materials, including use of electronic devices, not specifically authorized by the instructor during examination.

(d) Employing a surrogate to take an examination, write a paper or do mathematical analysis.

(e) Falsification or misrepresentation on class attendance or role sheets.

Plagiarism
Plagiarism is an act of obtaining or attempting to obtain credit for academic work by presenting the work of another as one's own without the necessary and appropriate acknowledgment. More specifically, plagiarism is:

(a) An act of incorporating the ideas, words of sentences or paragraphs without appropriate acknowledgment and representing the product as one's own work.

(b) An act of representing another's intellectual work such as a computer program, photographs, drawing or research.

(c) Using someone else's work as your own, without citing the source. This includes direct copying, rephrasing and summarizing.

(d) Not indicating directly quoted passages or ideas even while citing the work as a general source.

(e) Both parties to plagiarism are considered equally guilty; the one who has allowed copying his / her work and the one who has copied his/her work.
The CPSP maintains a strict policy on academic impropriety. Based on zero tolerance for such activity; any student found in cheating or plagiarism during examination and/or other academic exercise is liable to disciplinary action to the extent of being expelled from the CPSP and declared ineligible for readmission.

Award of Membership Program MCPS-HCSM
The student shall be awarded “Membership of the College in Healthcare Systems Management (MCPS–HCSM)” upon successful completion of all the courses offered in the program with CGPA of 3.00 or above and approval of a research article by a panel of research faculty of the MCPS-HCSM program.

Improvement of CGPA to become eligible for the Award
If a student secures CGPA of less than 3.00, he/she will be required to retake any course/s with grade points less than 3.00 to increase the GPA to a minimum required level of 3.00.

Issuance of Certificates
(a) Semester Transcript
Individual transcript for the semester taken shall be issued to the student at the completion of each semester. This transcript shall not be an official document to produce for credit hours, transfer or reemployment purposes.

(b) Provisional Certificate:
Provisional certificate shall be issued to the student by the college after successful completion of all the semester of the program with minimum CGPA of 3.00.

(c) Final Transcript:
Final transcript shall be issued after successful completion of the program, which includes and will present a comprehensive and detailed record of the courses taken i.e. GPA obtained in each semester and the cumulative GPA. The number of retake attempts made, if any (to clear the final examination) shall also be mentioned.

(d) MCPS Diploma Certificate:
Successful students who are elected by the college council as diploma holders are honored by offering them a diploma certificate in yearly held convocation. Examination department will notify the students in this regard.
FEE POLICY
Payments must be made in the name of “College of Physicians and Surgeons Pakistan” through pay order or demand draft.

Fee Structure:

<table>
<thead>
<tr>
<th>FEE ITEM</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pakistani Candidates</td>
</tr>
<tr>
<td>Processing Fee</td>
<td>Rs. 5,000</td>
</tr>
<tr>
<td>Tuition fees (For 1 credit hour)</td>
<td>Rs. 6,000</td>
</tr>
<tr>
<td>(For 50 credit hours)</td>
<td>Rs. 300,000</td>
</tr>
<tr>
<td>RTMC Registration Fees</td>
<td>Rs.10,000</td>
</tr>
<tr>
<td>Security deposit (Refundable)</td>
<td>Rs. 20,000</td>
</tr>
<tr>
<td>Degree Fee</td>
<td>Rs.10,500</td>
</tr>
<tr>
<td>Total Amount</td>
<td>Rs. 345,500</td>
</tr>
</tbody>
</table>

Fee Structure for Repeaters per Course
Re attending lectures per course  Rs. 4,000/-
Redoing on going assessment per course  Rs. 4,000/-
Reappearing in final assessment per course  Rs. 4,000/-
Reappearing in entire assessment per course  Rs.12,000/-

*Additional charges will apply for books, reading material, library, photocopying, printing, accommodation etc. All students must pay the tuition fee in full or in installment at the time of his/her seat confirmation, before the commencement of the program. The tuition fee covers the cost of teaching, field trips, tea, lunch and examination.

REFUND
(a) Application Processing Fee
The application fee deposited at the time of submission of application form is non-refundable in all cases.

(b) Security Deposit
The security deposit charged at the time of acceptance in to the program is only refundable in case of successful completion of membership MCPS-HCSM program within 5 years from the time of commencement of the program.
(c) In case of “withdrawal” from the program the total amount of security deposit is forfeited. And in case of any damage incurred by the student to the college property, the college reserves the right to deduct the loss from the security deposit.

(d) RTMC Registration Fee
RTMC registration fee is non-refundable in all cases once student is registered at the RTMC.

(e) Refund of Fee in case of Drop-out
In case of “Drop-out” from the program:
(i) If the student drops out from the course within the first 15 days of the semester, 50% semester installment tuition fee is forfeited irrespective whether the fee were paid in full or installments.
(ii) After first 15 days of the semester, there is no refund of fee irrespective whether the fee was paid in full or installments.

(f) Fee Transfer
No fee is transferable in any case to other semesters or programs.
1. Dr. Umar Ahsan Hashmi  
Program Director-HCSM-CPSP  
• Master, Health & Human service Management (AUS)  
• Master, Public Health (AUS)  
• PGD, Humanistic Integrative Counseling (U.K)  
• M.B.B.S (KU)

2. Mr. Muhammad Usama Zafar  
Assistant Professor, FUUAST  
• PhD Environmental Science (Federal Urdu University)  
• MSc Environmental Science (KU)

3. Mr. Ahmad Saeed  
Associate Professor, Hamdard University  
• PhD, Education (Hamdard University)  
• M. Ed (KU)  
• M. Phil (QAU)

4. Dr. Abdul Hakeem Jokhio  
Professor, Community Medicine, University of Medical & Health Sciences for Women, Nawabshah  
• PhD, Public Health & Epidemiology (UK)  
• Master-Health Services Management (UK)  
• PGD-Hospital & Health Services Administration (UK)  
• M.B.B.S (Pak)

5. Dr. Muhammad Asif Qureshi  
Assistant Professor-DUHS  
• PhD (UK)  
• M.B.B.S (DMC)
6. Dr. Samina Arif
Assistant Professor, K.U
• PhD (KU)
• MSc (KU)

7. Dr. Samiyah Tasleem
Assistant Professor, FUUAST
• PhD (KU)
• MSc (Jinnah University)

8. Dr. Syed Sanowar Ali
Associate Professor-UMDC
• PhD (KU)
• MPH (Pak)
• DCH
• MCPS (Pediatrics)
• M.B.B.S (DMC)

9. Dr. Aewaz Rizvi
Senior visiting faculty, DUHS
• PhD (In Process)
• MBA

10. Dr. M. Suleman Otho
Assistant Professor JSMU
• PhD (In Process)
• MPH (AUS)
• MSS (UK)
• MCPS (Chest Medicine)
• DTCD
• M.B.B.S (SMC)
11. Dr. Murad Qadir  
Assistant Professor & HOD Department of CHS Jinnah Medical & Dental College  
• Ph.D. (In Process)  
• MPH (BMU)  
• MCPS  
• MSc.  
• PGD  
• M.B.B.S (DMC)

12. Ms. Sobia Rashid  
Lecturer, Mohiuddin Islamic University, Islamabad  
• PhD HRM (In Process)  
• MS-HRM

13. Mr. Jamshaid Iqbal  
Assistant Professor - QAU  
• MPhil (Norway)  
• PGD, Statistics (UK)  
• MSc

14. Dr. Parvez Nayani  
Head, AKU Programs in Afghanistan  
• MPH (USA)  
• MBBS (DMC)

15. Dr. Rozina Mistry  
Director, Health Promotion & Program Development, AKHSP  
• MHS (Canada)  
• Yale World Fellowship, (USA)  
• M.B.B.S (DMC)
16. Dr. Sobia Faisal  
Training Coordinator, Green star Social Marketing  
• PGC. (John Hopkins)  
• MPH (USA)  
• M.B.B.S (Punjab University) 

17. Dr. Sadaf Jamil  
Assistant Director, Population Welfare Dept. (FATA)  
• Master, Epidemiology (AUS)  
• Master, International Relation  
• M.B.B.S (Peshawar University) 

18. Mr. Salman M. Zaman  
Business & Management Consultant  
• MBA (USA)  
• CA (ICAP) 

19. Dr. Rabia Tassaduq  
Demonstrator, Islamic International Dental College, Islamabad  
• MPH (USA)  
• BDS (AMC, NUST) 

20. Dr. S. Hassan Bin Usman Shah  
Senior Lecturer, Yusra Medical & Dental College, Islamabad  
• MPH (AUS)  
• M.B.B.S (AMC-NUST) 

21. Dr. Muhammad Arslan Mazhar  
Program Officer, Aga Khan Foundation  
• MPH (AUS)  
• M.B.B.S (University of Health Sciences)
22. Mr. Syed Farhan Shakeel  
Manager, Reliance Exim Pvt Ltd  
• Master, Finance (USA)

23. Mr. Adeel Tahir  
Program Officer, PR Unit  
• MSc (AUS)  
• M.B.B.S (RMC)

24. Dr. Jai Kershan  
Assistant Professor, CHS-UMDC  
• MSPH (USA)  
• M.B.B.S (SMC)

25. Mr. Sardar Waqar Azam  
Head of HR at Singer Pakistan Limited  
• MBA (USA)

26. Mr. Jaidev Kumar Khatri  
QA Engineer, Matrix Systems  
• PG, ICT (Sweden)  
• BSC - Computer Engineering (HU-UIT)

27. Dr. Zubai Waqar  
Assistant Professor FJDC  
• M.P.H (UK)  
• B.D.S (FJDC)

28. Mr. Farhan Mazhar  
Assistant Professor (IOBM)  
• M.E (Canada)  
• B.E (KU)
29. Mr. Abdul Hameed
Visiting faculty, SZABIST
• MBA, Finance (UK)
• MA, Economics (Pak)

30. Dr. Arshi Farooqui
Co-Director & Coordinator, MBE-AKU
• Master, IR & Bioethics (AUS)
• FCPS (Community Medicine)
• M.B.B.S (DMC)

31. Dr. Rahat Najam Qureshi
Chair Department, Associate Professor, Department of Obstetrics & Gynecology department, Aga Khan University
• FRCOG
• MRCOG
• Dip M Ed (Dundee University, Scotland)
• Dip M Ed (AKU)
• FCPS
• JCCP
• M.B.B.S (DMC)

32. Dr. Maria Khadija Siddiqui
Assistant Professor, FJDC
• M.P.H. (UK)
• B.D.S. (FJDC)

33. Dr. Mahjabeen Khan
Assistant Professor, DUHS
• MHS Bioethics (Canada)
• MS (KU)
• MCPS
• MBBS
34. Dr. Zainab Hassan
Assistant Professor, JMDC
• MS Primary Health Care (UK)
• Diploma, HPE
• MBBS (DMC)

35. Dr. Faisal Shahzad Khan
Senior Lecturer, KMC
• Master, Health & Human service Management (AUS)

36. Dr. Aftab Nasir
Senior Lecturer, IMC
• Master, Health & Human service Management (AUS)
• Master, Public Health (AUS)
• M.B.B.S (SMC)

37. Dr. Ranomal Kotak
Manager, AKHSP
• DCPS, HCSM
• M.B.B.S (LMC)

38. Dr. Seema Nigah-e Mumtaz
Head of Department, UMDC
• MPhil-HU
• MBA-DMU
• DCPS-HCSM
• MPH
• M.B.B.S (DMC)

39. Dr. Zulfiqar Shaikh
Associate Professor, DUHS
• MBE (AKU)
• MSc
• M.B.B.S (Sindh University)
40. Mr. Fasihul Karim Siddiqui
Director, Hino Pak Motors.
• MBA
• M.A.

41. Ms. Sobiya Mohiuddin Ayaz
Research Officer, AKU
• MBE (AKU)
• MSc, Microbiology

42. Mr. Obaid Ur Rehman
Deputy Director, Securities & Exchange Commission of Pakistan (SEC)
• MBA (IBA)
• CA (ICAP)

43. Ms. Rehmat Ebrahim
Visiting Consultant, Communication Management
• M.A, Karachi University
• M.A, TEFL

44. Dr. Sara Salman
National Provisional Officer, WHO
• MPH (Pak)
• MPA (KU)
• M.B.B.S (SMC)

45. Dr. Arshad Siddiqui
Adjunct Faculty SZABIST
• MPA
• MSc
• MBA
• M.B.B.S (LMC)
46. Dr. Sarosh Siddiqui  
Deputy Health Officer, Karachi  
• MBA  
• MPH  
• M.B.B.S (DMC)

47. Mr. Amir Bashir  
Manager Finance, HUB Co.  
• MBA, IBA  
• B.E. (NED)

48. Dr. Qamar Salman Malik  
Independent Consultant  
• MCPS  
• M.B.B.S (DMC)

49. Mr. Zieshan Mairaj Malik  
Academic Coordinator, HELP  
• MS  
• M.A (KU)

50. Prof. Syed Farhat Ali Jafri  
Professor & HOD, CHS-KMDC  
• MPH  
• DPA  
• M.B.B.S (DMC)

51. Dr. Wasif Qayyum  
Senior Registrar, MBQM&DC  
• MBE  
• BDS (KMDC)
52. Mr. Babris Gul  
Consultant Energy Projects at BRSP, Islamabad  
• MS  
• BSc (UE&T)

53. Ms. Sehrish Shah  
Assistant Product Manager  
• MBA (KU)