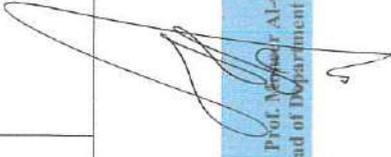
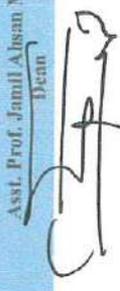


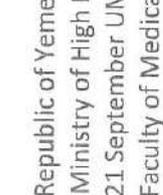
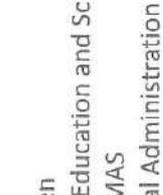
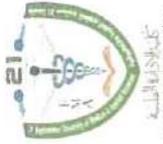


University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wisconsin Uwmilwaukee,	Majmaah University
	capabilities of health organizations and facilities to use prioritizing, and allocating resources efficiently, with awareness of the financial implications of operational decisions, and achieving a balance between supply and demand for health service.	changing educational and professional needs of the field.	changing educational and professional needs of the field.	industry within the domains of management, organizational leadership, quantitative reasoning for business, accounting, applied business research, operations management, finance, marketing, and strategic planning & implementation.	world healthcare problems and concerns.		

  
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University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wiscosin Uwmilwaukee,	Majmaah University
	6. Identify and develop solutions for complex and challenging problems and improve the capabilities of dealing with scientific and modern methods, that could enhance the role of the health services sector to serve the national economy			6. Synthesize the value of personal and professional development, community service, and life-long learning.			
<b>Program ILOs</b>	<b>A. Knowledge and Understanding:</b> A1. Demonstrates knowledge of concepts, theories and methods (administrative, informational, accounting, financial, statistically and economic) that are applied in the health	<b>Domain 1: Communication and Relationship Management. Competencies in this domain include:</b> <b>Communication Skills:</b> Demonstrate effective oral and written communication skills <b>Interpersonal Awareness:</b> Develop	1. Analyze evidence-based standards of quality healthcare organizations within the current and future U.S. Healthcare industry. 2. Evaluate evidence-based	<b>At the end of this program graduate students will be able to:</b> 1. Assess the structure and design of	<b>The Healthcare Environment</b> 1.1 <b>Healthcare Structure:</b> Demonstrate knowledge of different types of health services organizations, insurance providers, and healthcare providers.	<b>Domain 1: Communication and Relationship Management</b> 1. Interpersonal Skills and Communication (builds and utilizes collaborative relationships and develops negotiation skills). 2. Use factual data to	

University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wisconsin Uwmilwaukee,	Majmaah University
	<p>services administration and scientific research.</p> <p><b>A2.</b> Explains the concepts of (disease, public health, health care, medical care, drugs, medical risk and health care systems).</p> <p><b>A3.</b> Realizes the administrative, intellectual, human, and technical skills of the leadership positions that are related to health services administration and hospitals.</p> <p><b>A4.</b> Determines various types and nature of health services, and the required methods to</p>	<p>and accurate view of one's strengths and limitations, including the impact one has on others</p> <p><b>Team Citizenship:</b> Engage effectively as an accountable team member</p> <p><b>Domain 2: Leadership and Professionalism. Competencies in this domain include:</b> <b>Accountability:</b> Hold self and other accountable to standards of performance</p> <p><b>Innovative Thinking:</b> Develop creative solutions to complex problems or adapt previous solutions in new ways</p>	<p>standards and healthcare outcomes of the U.S. Healthcare system with those of different global healthcare systems.</p> <p>3. Utilize the best practices to deliver innovative care within diverse quality learning healthcare organizations.</p> <p>4. Demonstrate the administrative, technological, problem-solving, conceptual,</p>	<p>effective healthcare organizations and the role of management in promoting healthcare systems and financial resources needed for improving the health insurance systems.</p> <p>2. Determine key challenges</p>	<p><b>1.2 Health policy, law, and ethics:</b> Describe the health policy making process and ethical issues at the local, state, regional, and national level.</p> <p><b>1.3 Healthcare quality:</b> Determine the essential domains of healthcare quality assurance (Safe, Effective, Patient-centered, Timely, Efficient, And Equitable).</p> <p><b>1.4 Disparity in clinical and population-level health outcomes:</b> Analyze the sources</p>	<p>produce and deliver credible and understandable results</p> <p>3. Facilitate group dynamics, process, meetings, and discussions</p> <p>4. Demonstrates and reinforces respect for diversity and inclusion</p> <p>5. Presents effective business communication through writing skills and effective oral communication through presentation skills</p> <p><b>Domain 2: Leadership</b> 1. Leading and</p>	

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	<p>provide, manage, and evaluate them.</p> <p>A5. Shows the rules and ethics of practice that are related to the provision of health services and hospital management.</p> <p><b>B. Cognitive/Intellectual Skills:</b></p> <p>B1. Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and</p>	<p><b>Organizational Dynamics:</b> Develop organization structures and processes to achieve desired outcomes</p> <p><b>Professionalism:</b> Exhibit attitudes and behaviors consistent with a professional environment</p> <p><b>Systems Thinking:</b> Assess the potential impacts and consequences of decision across a variety of system stakeholders</p> <p><b>Ethics:</b> Recognize the role of ethics in organizations and professional communities</p>	<p>communication, human relations, financial, strategic planning/evaluation, legal, legislative, and regulatory knowledge/skills/behaviors foundational to healthcare management and leadership.</p> <p>5. Demonstrate the knowledge/skills/behaviors to collaborate with inter-professional members of the healthcare team in the delivery of individualized,</p>	<p>for healthcare settings with regard to the development of healthcare law and policy, healthcare economics, and different processes of quality improvement</p> <p>3. Demonstrate the ability to use different statistical tools</p>	<p>of existing disparity in health outcomes, both at an individual and community level, and tools to improve population health.</p> <p><b>Leadership and Professional Development</b></p> <p>2.1 Leadership theories, styles, and practices:</p> <p>Demonstrate understanding of different leadership theories, styles, and practices, and managing change and expectations in a wide variety of health services organization.</p>	<p>managing others (hold self and others accountable for organizational goal attainment).</p> <p>2. Collaboration and Interpersonal Skills (builds and utilizes collaborative relationships, develops negotiation skills, and demonstrates commitment and encouragement when collaborating with others as part of a team or group).</p> <p>3. Systems thinking (be able to assess the potential impacts and consequences of</p>	

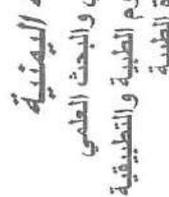
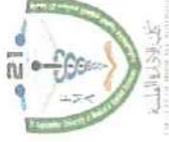
University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wisconsin Uwmilwaukee,	Majmaah University
	international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement B2. Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments. B3. Evaluates the professional and administrative performance in various health sector's	<b>Domain 3: Knowledge of the Healthcare Environment. Competencies in this domain include:</b> <b>Healthcare Legal Principles:</b> Analyze health-related legal principles and their impact on health administration and policy <b>Health Policy:</b> Discuss multiple dimensions of the policy-making process <b>Population Health Management:</b> Apply tools and strategies to manage the health of a population <b>Public Health</b>	economic and ethical healthcare services with accountability, cultural competency and responsibility of own practice. 6. Utilize ethical change management and creative leadership knowledge/skills/ behaviors to promote quality healthcare in rapidly changing multicultural, multigenerational, multilingual, and global environments.	in interpretation the results of different research in public health administration field and how to use software applications to improve healthcare information system 4. Differentiate various problems	2.2. Strategic planning: Understand the importance and the process of strategic planning in a healthcare organization to meet the organization's mission and vision and efficient allocation of resources in different situations. 2.3 Ethical leadership and commitment to lifelong learning: Demonstrate ethical values, responsibilities, and pursuit of lifelong learning.	decisions in a broad variety of situation). 4. Change management (promote and manage change). 5. Demonstrate critical thinking, analysis, and problem solving <b>Domain 3: Professionalism</b> 1. Understands professional codes of ethical behavior and acts upon ethical and professional standards 2. Capable of navigating through uncertainty of change 3. Establish, build, and	



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<p>organizations and facilities. <b>B4.</b> Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals. <b>C. Practical and Professional Skills:</b> C1. Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the</p>	<p><b>Principles:</b> Understand the role of social determinants, environment, and individual behaviors on the health of populations <b>U.S. Healthcare System Structure and Financing:</b> Examine past, current, and emerging issues related to the organization, financing, and management of health delivery in the US <b>Domain 4: Management. Competencies in this domain include:</b> <b>Governance:</b> Analyze models of governance structures, roles, and</p>	<p>7. Practices critical thinking and lifelong learning to independently pursue personal and professional growth.</p>	<p>arising in the healthcare field and quality of healthcare which needed for improving performance of healthcare systems 5. Analyze economic implications of expenditure and the application of basic financial</p>	<p><b>Management and Business</b> 3.1 Quality improvement and measurement: Determine the importance of quality improvement tools like LEAN, Six Sigma to improve clinical and operational outcomes. 3.2 Financial analysis and budgets: Understand and apply the basics of financial management, budgeting, and interpreting different financial matrix to measure organizational performance.</p>	<p>sustain a network for professional development and engage in continued professional development including reflection and self-directed learning 4. Professional &amp; Community Contribution (participate in community service; balance professional and personal pursuits). <b>Domain 4: Knowledge of the Healthcare Environment</b> 1. Healthcare Issues and Trends (explain and discuss important issues in healthcare,</p>		

  
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	available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect. C2. Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing and delivering of health	responsibilities as they apply to different organizational types <b>Human Resource Management:</b> Apply methods and techniques related to management of health care organizations, employees, and professional staff <b>Performance Evaluation &amp; Quality Improvement:</b> Apply concepts of process and quality improvement to the administration of health care organizations <b>Project Management:</b> Propose a plan to manage a project		management in different healthcare organizations 6. Evaluate ethical and legal issues relevant to the policies, practices, and management of healthcare delivery within the different healthcare organizations	3.3 Operational management: Analyze different approaches for healthcare delivery and organization of services 3.4. Human resource management: Examine various principles of human resource management and regulatory requirements in healthcare. 3.5 Health Information systems: Demonstrate the understanding of the role of health information systems for administrative and	including circumstances causing major changes and reform in U.S. health care delivery) 2. Assess the interrelationships among access, quality, cost, resource allocation, accountability, and community 3. Acquires data from multiple and diverse sources when solving problems 4. Analyze and apply funding and payment mechanisms of the healthcare system	



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	<p>services, in addition to enhancing the knowledge of health staff.</p> <p><b>C3.</b> Implements the principles and standards of total quality and accreditation in health services organizations.</p> <p><b>C4.</b> Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond to globally applicable in health work policies and procedures, in such a manner as to limit medical errors, in</p>	<p>involving resources, scope and impact.</p> <p><b>Strategic Management &amp; Analysis:</b> Develop competitive and collaborative strategic alternatives that continually improve the long-term success and viability of the organization</p> <p><b>Domain 5: Finance and Analytics. Competencies in this domain include:</b></p> <p><b>Data Analytics:</b> Apply quantitative and modeling techniques to the analysis of data in order to make informed business decisions for healthcare organizations</p>			<p>clinical purpose and emerging issues like cybersecurity and data privacy and security in healthcare.</p> <p>3.6. Ethics and compliance: Assess ethics and regulatory compliance issues in healthcare.</p> <p>3.7 Data Analytics: Apply different statistical analysis techniques and the use of data visualization software to healthcare data for benchmarking and business intelligence.</p> <p><b>Communication and Relationship</b></p>	<p>5. Population Health and Status Assessment (understand and explain the major factors in population health status).</p> <p>6. Healthcare Legal Principles (discuss and critically analyze health -related legal principles, including standards, regulations in health policies, and risk management)</p> <p><b>Domain 5: Business Skills and Knowledge</b></p> <p>1. Strategic Planning (ability to perform environmental analysis and develop strategic alternatives; discern</p>	

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University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wisconsin Uwmilwaukee,	Majmaah University
	<p>addition to managing risks and crises efficiently and effectively.</p> <p><b>D. General and Transferable Skills:</b></p> <p>D1. Communicates effectively with others in the fields of health services administration.</p> <p>D2. Practices ethical and professional behaviour in the health services administration.</p> <p>D3. Discusses in a constructive scientific manner.</p> <p>D4. Self-learning to develop his own skills</p>	<p><b>Economic Analysis &amp; Application:</b> Apply economic theory, concepts and decision making to understand how stakeholder incentives affect behavior, costs, and other outcomes.</p> <p><b>Financial Accounting:</b> Apply methods and techniques related to management of health care organizations, employees, and professional staff</p> <p><b>Financial Management:</b> Conduct financial analyses to make capital acquisition and allocation decisions.</p> <p><b>Managerial</b></p>			<p><b>Management</b></p> <p>4.1 Written communication: Demonstrate effective written business and verbal communication skills.</p> <p>4.2: Oral Communication: Demonstrate effective verbal communication skills, in individual and group setting.</p> <p>4.3; Team Dynamics: Explain the importance of teamwork in a healthcare setting and developing competencies to work effectively in different roles within a team.</p>	<p>competitive strategy; formulate business strategy based on evidence)</p> <p>2. Quality Improvement/Performance Improvement (identify relevant problems and apply concepts of process improvement, root-cause analysis, and problem-solving techniques)</p> <p>3. Organizational Dynamics and Governance (articulate and explain the roles, responsibilities, and structures, and influence governing bodies hold in health</p>	

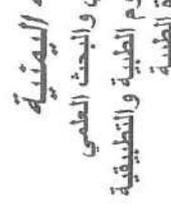
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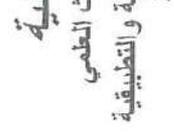
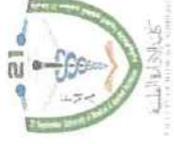


University	University of 21 Sept. For Medical and Applied Science	University of North Carolina	Florida International University	Saudi Electronic University	Rutgers University	University of Wisconsin Uwmilwaukee,	Majmaah University
	and benefit from the experiences of others. D5. Uses health information technology appropriately, in communication, health services administration, and scientific research.	<b>Accounting:</b> Apply management accounting concepts to measure costs, plan, assess performance and recommend managerial actions <b>Reimbursement:</b> Differentiate payment methods used to reimburse health service providers <b>Statistical Analysis:</b> Apply basic statistical methods relevant to public health and health care			<b>Entrepreneurship and Innovation</b> 5.1 Entrepreneurship and Innovation: Understand the concept and examples of disruptive technologies and applies it to the healthcare industry to promote innovation. 5.2 Emerging Technologies: Examine the role of emerging technologies on the healthcare delivery system and consumer behavior.	care organizations) 4. Financial Management (ability to compile and analyze financial information and apply principles of operating, project, and capital budgeting) 5. Human Resources (apply methods and techniques related to the management of health care organizations, employees, and professional staff)	



**1- Mapping of Program Mission to the University, Faculty, and Department Missions**

University Mission	The postgraduate studies Mission	Department of Health Administration Mission	Master in Health Administration Program Mission
<p>Leading the transformation in the management and delivery of health care with all partners by setting a standard of excellence in education and medical and applied research in a way that meets the needs of Yemeni society, its privacy and regional influence.</p>	<p>Postgraduate and scientific research seek to prepare and implement qualitative and applied scientific programs, in order to, prepare excellent research-leaderships, able to solve community problems</p>	<p>Providing qualitative educational programs in the field of health services administration, in order to, prepare leadership and academic cadres who are qualified intellectually and professionally, keeping up with modern scientific and technical developments in the health sector that compliant with the requirements of the local and regional community, by providing a high-quality educational and research environment that catalyzes to produce creative researches,</p>	<p>Graduating an efficient, effective, and professional cadres, able to apply educational, research, and consulting programs in the field of health services administration and hospitals, as well as, developing and modernizing administrative processes in the health organizations and competition in the labor market locally and regionally, through qualified academic cadres that are committed to the values of Cooperation, Scientific Secretariat, excellence, and Sincerity, and modern and developing curriculums.</p>



		which serve the local and regional community.	
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**2- Mapping of Program Objectives to the University, Faculty, and Department Objectives**

University Objectives	The postgraduate studies Objectives	Department of health Administration, 21 September UMAS	Objectives of Master in health Administration, 21 September UMAS
1. Ensuring the implementation of quality standards and setting standards of excellence in the medical and applied sciences, scientific research, and community service.	<ol style="list-style-type: none"> <li>1. Prepare qualitative and attractive programs for graduates from local and regional universities.</li> <li>2. Continuous development and updating of postgraduate programs according to comprehensive quality standards.</li> </ol>	1. Preparing and implementing postgraduate programs in the field of health services administration by achieving self-sufficiency in terms of faculty members	1. Prepare administrative leaders, who are qualified intellectually, professionally, and scientifically, specializing in health services administration.



<p><b>University Objectives</b></p> <p>2. Centrality of the student in the educational process, as well as, the partnership with them forever, in addition, consolidating the principles of national responsibility and faith identity, looking after them, and the development of their capabilities after graduation and during work.</p>	<p><b>The postgraduate studies Objectives</b></p> <p>3. Prepare distinctive researchers through continuous education programs and develop research skills.</p>	<p><b>Department of health Administration, 21 September UMAS</b></p> <p>2. Equip students with the key skills, intellectual, ethical, behaviors, technical abilities, and knowledge required to manage and operate various health facilities, in accordance with total quality and health accreditation standards.</p>	<p><b>Objectives of Master in health Administration, 21 September UMAS</b></p> <p>2. Equip students with applied skills, and scientific research skills in health administration, that are aimed at addressing issues of health systems and institutions at all levels.</p>
<p>3. Attracting, employing, and retaining scholars, cadres, and highly specialized talents to win minds and reverse the direction of "brain drain" thus enhancing and ensuring that there are thinkers, businessmen, and good citizens.</p>	<p>4. Attracting the experts of academic cadres, and researchers from internal and external environment.</p>	<p>3. Activate faculty members' role to develop and qualify the administrative and academic thinking of students to enable them to deal with the issues and problems of the various health sectors at the national, regional, and international levels.</p>	<p>3. Meet the needs of the Yemeni health sector (private and public) of intellectually and professionally qualified cadres that are specialized in the health services administration field, to serve economic and social development, and to reduce depends entirely on external expertise.</p>
<p>4. Identify and develop solutions for complex and</p>			



<p><b>University Objectives</b></p>	<p><b>The postgraduate studies Objectives</b></p>	<p><b>Department of health Administration, 21 September UMAS</b></p>	<p><b>Objectives of Master in health Administration, 21 September UMAS</b></p>
<p>4. Continuous development of the distinguished academic infrastructure and the establishment of modern research and service centers with high efficiency and capable of making a real impact locally and regionally.</p>	<p>5. Developing infrastructure and financial and human resources for programs of postgraduate and scientific research, according to academic accreditation standards.</p> <p>6. Automate the system of postgraduate and scientific research and activate electronic contents.</p>	<p>4. Develop managerial research in the health services administration and related fields to meet the needs of the Yemeni health sector (public and private) of intellectually and professionally qualified cadres that are specialized in the health services administration field.</p>	<p>challenging problems and improve the capabilities of dealing with scientific and modern methods, that could enhance the role of the health services sector to serve the national economy</p> <p>5. Improve the quality of health care services and raising the level of performance of health sector organizations, through enhancing the capabilities of health organizations and facilities to use prioritizing, and allocating resources efficiently, with awareness of the financial implications of operational decisions, and achieving a balance between supply and demand for health service.</p>



<p><b>University Objectives</b></p> <p>5. Enhancing the university's position as a preferred partner for local, regional and international partnerships, through implementing innovative models of education, exchanging research and knowledge, and providing real and effective outcomes for developing professional practices to benefit from them locally and regionally.</p>	<p><b>The postgraduate studies Objectives</b></p> <p>7. Participate with similar scientific organizations in scientific research</p>	<p><b>Department of health Administration, 21 September UMAS</b></p> <p>5. Contribute to improving the national performance level of staff in the health services administration field through training and continuing education</p>	<p><b>Objectives of Master in health Administration, 21 September UMAS</b></p> <p>6. Develop moral values of students that are necessary to manage and operate the various health facilities, and enhance the principles of scientific integrity in preparing research.</p>
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ملحق (6) موازنة مخرجات التعلم المقصودة للبرنامج مع نيابة الدراسات العليا

Annex-6, Alignment Program Intended Learning Outcomes (PILOs) to Postgraduate studies Objectives

#	Postgraduate Studies Objectives	Program Intended Learning Outcomes (PILOs)																		
		رموز مخرجات التعلم للبرنامج																		
		A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5	
1	Prepare qualitative and attractive programs for graduates from local and regional universities.	*		*	*	*	*	*	*	*	*	*	*	*	*	*				*
2	Continuous development and updating of postgraduate programs according to comprehensive quality standards.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
3	Attract the experts of academic and researchers from internal and external environment.	*		*	*	*	*	*	*	*	*	*	*	*	*	*				
4	Prepare distinctive researchers through continuous education programs and develop research skills.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

5	Participate with similar scientific organizations in scientific research	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
6	Develop the infrastructure, financial and human resources for programs of postgraduate and scientific research, according to academic accreditation standards.				*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Automate the system of postgraduate and scientific research and activate electronic contents.																		*	*

**Program Intended Learning Outcomes (PILOs):**

**A. Knowledge and Understanding:**

Upon successful completion of Postgraduate Health Administration Program, graduates should be able to:

A1.	Demonstrates knowledge of concepts, theories and methods (administrative, informational, accounting, financial, statistically and economic) that are applied in the health services administration and scientific research.
A2.	Explains the concepts of (disease, public health, health care, medical care, drugs, medical risk and health care systems).

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A3.	Realizes the administrative, intellectual, human, and technical skills of the leadership positions that are related to health services administration and hospitals.
A4.	Determines the various types and nature of health services, and the required methods to provide, manage, and evaluate them.
A5.	Shows the rules and ethics of practice that are related to the provision of health services and hospital management.

### B. Cognitive / Intellectual Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

B1.	Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement.
B2.	Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments.
B3.	Evaluates the professional and administrative performance in various health sector's organizations and facilities.
B4.	Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals.

### C. Practical and Professional Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

C1.	Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect.
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C2.	Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing, delivering of health services and enhancing knowledge of healthcare staffs.
C3.	Implements the principles and standards of total quality and accreditation in health services organizations.
C4.	Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond applicable globally, in such a manner as to limit medical errors, in addition to managing risks and crises efficiently and effectively.

#### D. General and Transferable Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

D1.	Communicates effectively with others in the fields of health services administration and hospitals.
D2.	Discusses in a constructive scientific manner.
D3.	Practices ethical and professional behaviour in the health services administration and hospitals.
D4.	Self-learning to develop his own skills and takes benefit from the experiences of others.
D5.	Uses health information technology appropriately, in communication, scientific research and health services administration and hospitals.

ملحق (7) موازنة مخرجات التعلم المقصودة للبرنامج مع أهداف القسم التعليمية

Annex-7, Alignment Program Intended Learning Outcomes (PILOs) to Department Educational Objectives

#	Department Educational Objectives	Program Intended Learning Outcomes (PILOs) رموز مخرجات التعلم للبرنامج																		
		A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5	
1	Preparing and implementing postgraduate programs in the field of health services administration by achieving self-sufficiency in terms of faculty members	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
2	Equip students with the key skills, intellectual, ethical, behaviors, technical abilities, and knowledge required to manage and operate various health facilities, in accordance with total quality and health accreditation standards.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
3	Activate faculty members' role to develop and qualify the administrative and academic thinking of students to enable them to deal with the issues and problems of the various health sectors at the national, regional, and international levels.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
4	Develop managerial research in the health services administration and related fields to meet the needs of the Yemeni health sector (public and private) of	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*





### B. Cognitive/ Intellectual Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

B1.	Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement.
B2.	Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments.
B3.	Evaluates the professional and administrative performance in various health sector's organizations and facilities.
B4.	Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals.

### C. Practical and Professional Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

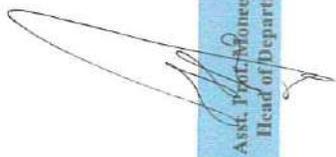
C1.	Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect.
C2.	Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing, delivering of health services and enhancing knowledge of healthcare staffs.
C3.	Implements the principles and standards of total quality and accreditation in health services organizations.
C4.	Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond applicable globally, in such a manner as to limit medical errors, in addition to managing risks and crises efficiently and effectively.



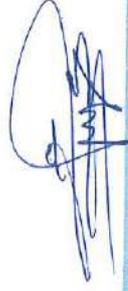
**D. General and Transferable Skills:**

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

D1.	Communicates effectively with others in the fields of health services administration and hospitals.
D2.	Practices ethical and professional behaviour in the health services administration and hospitals.
D3.	Discusses in a constructive scientific manner.
D4.	Self-learning to develop his own skills and takes benefit from the experiences of others.
D5.	Uses health information technology appropriately, in communication, scientific research and health services administration and hospitals.



Asst. Prof. Moneer Al-wesabi  
Head of Department



معلق (7) مؤتمنة مخرجات التعلم المقصورة للبرنامج مع اهداف القسم التعليمية  
Asst. Prof. Mohammed Al-shamali  
Vice Dean of Quality Affairs

Asst. Prof. Jamil-Ahisan Mujalli  
Dean



ملحق (8) موازنة أهداف البرنامج التعليمية مع مخرجات التعلم المقصودة للبرنامج

Annex-8, Alignment of Program Educational Objectives with Program Intended Learning Outcomes

#	Program Objectives رقم ونص المعيار	Program Intended Learning Outcomes (PILOs) رموز مخرجات التعلم للبرنامج																	
		A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5
1	Prepare administrative leaders, who are qualified intellectually, professionally, and scientifically, specializing in health services administration.	*	*		*	*									*	*	*		
2	Equip students with applied skills, and scientific research skills in health administration, that are aimed at addressing issues of health systems and institutions at all levels.	*	*	*						*	*	*	*	*	*	*	*	*	*
3	Develop moral values of students that are necessary to manage and operate the various health facilities, and enhance the principles of scientific integrity in preparing research.														*	*	*	*	*
4	Meet the needs of the Yemeni health sector (private and public) of intellectually and professionally qualified cadres that are specialized in the health services administration field, to serve economic and													*					





A3.	Realizes the administrative, intellectual, human, and technical skills of the leadership positions that are related to health services administration and hospitals.
A4.	Determines the various types and nature of health services, and the required methods to provide, manage, and evaluate them.
A5.	Shows the rules and ethics of practice that are related to the provision of health services and hospital management.

### B. Cognitive / Intellectual Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

B1.	Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement.
B2.	Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments.
B3.	Evaluates the professional and administrative performance in various health sector`s organizations and facilities.
B4.	Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals.

### C. Practical and Professional Skills:

Upon successful completion of **Postgraduate Health Administration** program, graduates should be able to:

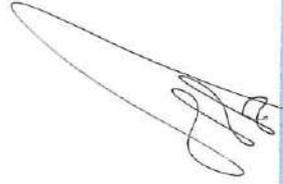
C1.	Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect.
-----	--

C2.	Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing, delivering of health services and enhancing knowledge of healthcare staffs.
C3.	Implements the principles and standards of total quality and accreditation in health services organizations.
C4.	Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond applicable globally, in such a manner as to limit medical errors, in addition to managing risks and crises efficiently and effectively.

#### D. General and Transferable Skills:

Upon successful completion of Postgraduate Health Administration program, graduates should be able to:

D1.	Communicates effectively with others in the fields of health services administration and hospitals.
D2.	Practices ethical and professional behaviour in the health services administration and hospitals.
D3.	Discusses in a constructive scientific manner.
D4.	Self-learning to develop his own skills and takes benefit from the experiences of others.
D5.	Uses health information technology appropriately, in communication, scientific research and health services administration and hospitals.



Asst. Prof. Mawqer Al-wesabi  
Head of Department



محل (8) مراعاة اعداد البرنامج التعليمية مع مخرجات التطور المقصودة للبرنامج  
Asst. Prof. Mohammed Al-shamali  
Vice Dean of Quality Affairs

Asst. Prof. Jamil Alhan Mujalli  
Dean



ملحق (9) مسح مخرجات تعلم البرنامج والبرامج المرجعية المماثلة

Annex (9) Survey of Intended Learning Outcomes for Similar Accredited Programs at International Universities.

**Annex-09, Survey of Intended Learning Outcomes for Similar Accredited Programs at International Universities**

Program Intended Outcomes مخرجات تعلم البرنامج	1 <sup>st</sup> Program البرنامج الأول	2 <sup>nd</sup> Program البرنامج الثاني	3 <sup>rd</sup> Program البرنامج الثالث	4 <sup>th</sup> Program البرنامج الرابع	5 <sup>th</sup> Program البرنامج الخامس	6 <sup>th</sup> Program البرنامج السادس
<b>Current Program الحالي البرنامج</b>						
<b>Upon successful completion of postgraduate Health Administration program, graduates should be able to:</b>						
A1.	*	*	*	*	*	*
A2.	*		*			
A3.	*	*	*	*	*	*
A4.	*	*	*	*	*	*

ملحق (9) مسح مخرجات تعلم البرنامج والبرامج المرجعية المماثلة

Asst. Prof. Moneer Al-wesabi  
Head of Department

Asst. Prof. Mohammed AL-shamahi  
Vice Dean of Quality Affairs

Asst. Prof. Janil Absan Mujalli  
Dean



	A5.	Shows the rules and ethics of practice that are related to the provision of health services and hospital management.	*	*	*	*	*	*	*	*
B. Cognitive/ Intellectual Skills	<b>Upon successful completion of Postgraduate Health Administration program, graduates should be able to:</b>									
	B1.	Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement.	*	*	*	*	*	*	*	*
	B2.	Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments.	*	*	*	*	*	*	*	*
	B3.	Evaluates the professional and administrative performance in various health sector's organizations and facilities.	*	*	*	*	*	*	*	*
	B4.	Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals.	*	*	*	*	*	*	*	*
C.	<b>Upon successful completion of Postgraduate Health Administration program, graduates should be able to:</b>									



Practical and Professional Skills	C1.	Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect.	*	*	*	*	*	*	*
	C2.	Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing, delivering of health services and enhancing knowledge of healthcare staffs.	*	*	*	*	*	*	*
	C3.	Implements the principles and standards of total quality and accreditation in health services organizations.	*	*	*	*	*	*	*
	C4.	Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond applicable globally, in such a manner as to limit medical errors, in addition to managing risks and crises efficiently and effectively.	*	*	*	*	*	*	*





## Intended Outcomes for Similar Programs

### 1. **Domain 1: Communication and Relationship Management. Competencies in this domain include:**

**Communication Skills:** Demonstrate effective oral and written communication skills  
**Interpersonal Awareness:** Develop and accurate view of one's strengths and limitations, including the impact one has on others  
**Team Citizenship:** Engage effectively as an accountable team member

### 2. **Domain 2: Leadership and Professionalism. Competencies in this domain include:**

**Accountability:** Hold self and other accountable to standards of performance  
**Innovative Thinking:** Develop creative solutions to complex problems or adapt previous solutions in new ways  
**Organizational Dynamics:** Develop organization structures and processes to achieve desired outcomes  
**Professionalism:** Exhibit attitudes and behaviors consistent with a professional environment  
**Systems Thinking:** Assess the potential impacts and consequences of decision across a variety of system stakeholders  
**Ethics:** Recognize the role of ethics in organizations and professional communities

### 3. **Domain 3: Knowledge of the Healthcare Environment. Competencies in this domain include:**

**Healthcare Legal Principles:** Analyze health-related legal principles and their impact on health administration and policy  
**Health Policy:** Discuss multiple dimensions of the policy-making process



**Population Health Management:** Apply tools and strategies to manage the health of a population

**Public Health Principles:** Understand the role of social determinants, environment, and individual behaviors on the health of populations

**U.S. Healthcare System Structure and Financing:** Examine past, current, and emerging issues related to the organization, financing, and management of health delivery in the US

**4. Domain 4: Management. Competencies in this domain include:**

**Governance:** Analyze models of governance structures, roles, and responsibilities as they apply to different organizational types

**Human Resource Management:** Apply methods and techniques related to management of health care organizations, employees, and professional staff

**Performance Evaluation & Quality Improvement:** Apply concepts of process and quality improvement to the administration of health care organizations

**Project Management:** Propose a plan to manage a project involving resources, scope and impact.

**Strategic Management & Analysis:** Develop competitive and collaborative strategic alternatives that continually improve the long-term success and viability of the organization

**5. Domain 5: Finance and Analytics. Competencies in this domain include:**

**Data Analytics:** Apply quantitative and modeling techniques to the analysis of data in order to make informed business decisions for healthcare organizations

**Economic Analysis & Application:** Apply economic theory, concepts and decision making to understand how stakeholder incentives affect behavior, costs, and other outcomes.

**Financial Accounting:** Apply methods and techniques related to management of health care organizations, employees, and professional staff

**Financial Management:** Conduct financial analyses to make capital acquisition and allocation decisions.

**Managerial Accounting:** Apply management accounting concepts to measure costs, plan, assess performance and recommend managerial actions

**Reimbursement:** Differentiate payment methods used to reimburse health service providers

**Statistical Analysis:** Apply basic statistical methods relevant to public health and health care



ملحق (10) موازنة مخرجات التعلم المقصودة للبرنامج مع معايير هيئة الاعتماد المقترحة

اسم هيئة الاعتماد: مجلس الاعتماد الأكاديمي وضمان جودة التعليم العالي ، اصدار المعايير: يناير 2021م

Annex-10, Alignment of Program Objectives with Council of Accreditation Standards

Name of the Accreditation Council: Council for Accreditation & Quality Assurance - Sana'a

#	Program Objectives رقم ونص المعيار	Program Intended Learning Outcomes (PILOs)																		
		رموز مخرجات التعلم للبرنامج																		
		A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	D1	D2	D3	D4	D5	
1	Demonstrate sound knowledge, skills, and attitudes required for health services management.	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*
2	Provide health care services at different levels, applying total quality management in patient safety and infection control measures during practice	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*	*	*	*
3	Work independently and/or in a team and collaborate effectively with other health services management										*	*	*	*	*	*	*	*	*	
4	Recognize economic, social, psychological, environmental and	*									*	*	*	*	*	*	*	*	*	



### Program Intended Learning Outcomes (PILOs):

#### A. Knowledge and Understanding:

Upon successful completion of Postgraduate Health Administration Program, graduates should be able to:

A1.	Demonstrates knowledge of concepts, theories and methods (administrative, informational, accounting, financial, statistically and economic) that are applied in the health services administration and scientific research.
A2.	Explains the concepts of (disease, public health, health care, medical care, drugs, medical risk and health care systems).
A3.	Realizes the administrative, intellectual, human, and technical skills of the leadership positions that are related to health services administration and hospitals.
A4.	Determines the various types and nature of health services, and the required methods to provide, manage, and evaluate them.
A5.	Shows the rules and ethics of practice that are related to the provision of health services and hospital management.

#### B. Cognitive/ Intellectual Skills:

Upon successful completion of Postgraduate Health Administration program, graduates should be able to:

B1.	Analyzes and evaluates various models of management, finance, and supplies of health services provided in health organizations and facilities based on standards of modern analysis tools and methods, in addition, conducting local and international comparisons for health services and hospital management systems, in order to, promote quality healthcare, and ensure its development and improvement.
B2.	Extrapolates the solutions based on the knowledge of the health and administrative problems in the health organizations and facilities, and its various departments.
B3.	Evaluates the professional and administrative performance in various health sector's organizations and facilities.
B4.	Defines the impact of economics, ethics, professional standards, rules of financial management, and health insurance on the health service administration and hospitals.

### C. Practical and Professional Skills:

Upon successful completion of Postgraduate Health Administration program, graduates should be able to:

C1.	Applies the methods (administrative, financial, accounting, economic, statistical) in scientific studies and research, to evaluate practices in health administration, and ensure that the available resources (human, financial, material, technological) are used, and allocated efficiently and effectively, with awareness of the financial implications of operational decisions, in order to provide a high-quality, low-cost health service and achieve accumulated knowledge in the scientific aspect.
C2.	Uses Health information systems in monitoring, evaluation, planning, problem-solving and rational decision-making in the managing, delivering of health services and enhancing knowledge of healthcare staffs.
C3.	Implements the principles and standards of total quality and accreditation in health services organizations.
C4.	Prepares plans, policies, and health work procedures, in order to meet the expected needs and desires of patients from health services that correspond applicable globally, in such a manner as to limit medical errors, in addition to managing risks and crises efficiently and effectively.

### D. General and Transferable Skills:

Upon successful completion of Postgraduate Health Administration program, graduates should be able to:

D1.	Communicates effectively with others in the fields of health services administration and hospitals.
D2.	Practices ethical and professional behaviour in the health services administration and hospitals.
D3.	Discusses in a constructive scientific manner.
D4.	Self-learning to develop his own skills and takes benefit from the experiences of others.
D5.	Uses health information technology appropriately, in communication, scientific research and health services administration and hospitals.









ملحق (13) المجالات الرئيسية للمحتوى العلمي للبرنامج وأوزانها النسبية

Annex-13, Themes of Courses of Study and their Weightages

Theme Code	Themes	Compulsory Courses		Elective Courses		Percentage of Cr. Hrs.
		No. of Courses	Cr. Hrs.	No. of Courses	Cr. Hrs.	
0	General Culture (Univ. Requirements)	-	-	-	-	-
1	General Courses (Faculty Requirements)	-	-	-	-	-
2	Department and Program major requirements	11	39	-	-	-
	<b>Program Total*</b>	<b>11</b>	<b>39</b>	<b>-</b>	<b>-</b>	<b>100%</b>

\* Total No. of courses is ----11-- courses.

\* Total No. of credit hours is ----39- credit hours.



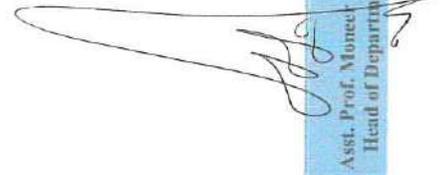




Themes	Theme Code	No.	Course Title	Course Code	Credit Hours			Prerequisites/ Co-requisites	Level/ Term	PIOs
					L.	Tut.	Pr. Total			
2		1	Advance Management of Health Services & Patient Safety	05.11.521	3		3		1/2	A1,B1,B2, B3,C1
		2	Advanced Health Strategic Management	05.11.522	3		3			
		3	Management & Advanced Financial Analysis	05.11.523	3		3		1/2	A3,A5,B2 ,B3,B4,C4 ,D2,D3
		4	Health Economics and Insurance	05.11.524	2	2	3		1/2	A1,A3.B2, B3,C1,C2, D1,D5
<b>Total</b>					9	2	12			

Themes	Theme Code	No.	Course Title	Course Code	Credit Hours			Prerequisites/ Co-requisites	Level/ Term	PIOs
					L.	Tut.	Pr. Total			
3		1	Quality Management & Qualitative Improvement	05.11.531	3		3		2/2	A1,A2,A3 ,B1,B2,C1 ,D3,D4
		2	Technology & Health Information Systems	05.11.532	2	2	3		2/2	A1,A3,B2, B4,C3,C3
		3	Advance Management Accounting	05.11.533	3		3		2/2	A1,B1,B4, C1,C2,D3
<b>Total</b>					8	2	9			

Themes	Theme Code	No.	Course Title	Course Code	Credit Hours			Prerequisites/ Co-requisites	Level/ Term	PILOs
					L.	Tut.	Pr. Total			
	4	1	Master Dissertation	05.11.541		9	9	2/2	A2,B2,B3, B4,C1,C2, D3,D4,D5	
<b>Total</b>						9	9			

  
Asst. Prof. Monecy Al-wesubi  
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Asst. Prof. Mohammed AL-shamahi  
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Asst. Prof. Jamil Absan Mujalli  
Dean

ملحق (15) مسح أسماء المقررات الدراسية في البرامج المماثلة للبرنامج الحالي  
Annex-15, Survey of Course Names of Similar Program

University	University of 21 Sept. For Medical and Applied Science.	Florida International University	Rutgers University	University of Wisconsin Uwmilwaukee	Saudi Electronic University	Majmaah University	University of North Carolina
Faculty	Faculty of Medical Administration	Nicole Wertheim College of Nursing and Health Sciences	Edward J. Bloustein School of Planning and Public Policy	College of Health Sciences	College of Health Sciences	College of Business Administration	GILLINGS SCHOOL OF GLOBAL PULIC HEALTH
Program	Medical Administration	Master of Health Services Administration (MHSA)	Master of Health Administration (MHA)	Master of Healthcare Administration (MHA)	Master of Healthcare Administration (MHA)	Master of Health Services & Hospital Administration (MHA)	Master of Healthcare Administration
Country	Yemen	The United States		The United States	Saudi Arabia	Saudi Arabia	The United States
No. of Courses	11	17	13	14	12	16	20
Total Cr. Hrs.	39	48	42	39	36	48	47
Total Years	2 YRS	2 Years	2 Years	2 Years	2 Years	2 Years	2 Years
Level	Level 1						
Term	No	Course Name	Course Name	Course Name	Course Name	Course Name	Course Name
1	1	Research Methodology & Statistical	Data Analytics in Healthcare Management	Quantitative Methods for HCA Or Statistical Analysis in Health	Applied Biostatistics in Healthcare Administration	Health Statistics + Research Methodology	Statistical Methods for Health Policy & Management



	Analysis		Sciences			
2	International Health Legislations and Ethics	Ethical Decisions in Health Services Administration	Health Care Ethics and Law	Health Regulatory Policy and Politics	Health Law and Ethics	Logistics management in health services and hospitals
3	Leading Change and Organized Development in Health Organizations	Managing Human Resources and Health Professions + Leadership and Organizational Behavior in Health Care Systems	Human Resources Policy and Practice in Health Care + Leadership and Professional Development	Human Resources Management in Health Care Organizations + Leading Strategic Innovation in a Competitive Global Marketplace + Leading Change and Innovation in Systems	Organizational Behavior and Human Resources in Healthcare	Human resource management in the health sector
						Leadership and Management of Health Care Organizations + Management of Human Resources in Health Organizations + Approaches to Business Plan Development

	Analysis		Sciences						
2	International Health Legislations and Ethics	Ethical Decisions in Health Services Administration	Health Care Ethics and Law	Health Regulatory Policy and Politics	Health Law and Ethics	Logistics management in health services and hospitals		Operations Research for Healthcare Systems	
3	Leadership and Professional Development in Health Organizations	Managing Human Resources and Health Professions + Leadership and Organizational Behavior in Health Care Systems	Human Resources Policy and Practice in Health Care + Leadership and Professional Development	Human Resources Management in Health Care Organizations + Leading Strategic Innovation in a Competitive Global Marketplace + Leading Change and Innovation in Systems	Organizational Behavior and Human Resources in Healthcare	Human resource management in health sector	Leadership and Management of Health Care Organizations + Management of Human Resources in Health Organizations	Approaches to Business Plan Development	



1	Advance Management of Health Services & Patient Safety	Advanced Health Services Management and Research Seminar	Artificial Intelligence Challenges in Healthcare Management				Management of health services and hospitals + Strategic management of health services and hospitals	Advanced Concepts and Applications in Health Policy and Administration	
2	Advanced Health Strategic Management	Management of Long-Term Care Systems + Strategic Planning and Marketing of Health Care Services	Strategic Planning in Health Care Organizations				Strategic management of health services and hospitals	Healthcare Strategy and Marketing	
3	Management & Advanced Financial Analysis	1- Financial Management of Health Systems + 2- Financing and Reimbursement of Health Delivery System	Financial Health Administration	Healthcare Administration	Financial Management for Health Care Organizations	Healthcare Administration	Financial management in health organizations	Health Care Finance + Health Care Reimbursement	

Asst. Prof. Moneer Al-wesabi  
Head of Department

معلم (ر) إدارة الخدمات الصحية في البرنامج  
Asst. Prof. Moneer Al-wesabi  
Vice Dean of Faculty Affairs

Asst. Prof. Jamil Ahsan Mujalli  
Dean





	Advance Management Accounting		Financial Accounting for Managers	Financial Accounting		Accounting for health organization	Management Accounting for Health Administrators + Healthcare Financial Accounting
3							
2	Master Dissertation	Master's Research Project	Directed Study		Research Project	Dissertation	
1		Quality Assessment and Outcome in Health Care	Epidemiology for the Health Sciences	Financial Strategy	Health Services marketing	Quality management in health services	foundational Learning Objectives
2		Financing Long Term Care	Principles of Health Administration	Health Law	Medical Terminology	Professional Training I	Healthcare Quality & Information Management or Quality of Care



3	Population Health	Marketing for Health Care Organizations	Operations Management in Healthcare Organizations	8 Weeks training period in Healthcare Organizations and related fields	Professional Training I I	Issues in Health Care			
4	Management and Organization in Health Care		Healthcare Compliance			Practicum			
5	Introduction to Health Policy and Management		Internship in Health Management			Health Law			

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