



جامعة الملك عبدالعزيز
كلية الاقتصاد والإدارة
قسم إدارة الخدمات الصحية والمستشفيات

Health Services and Hospital Administration (HSHA)

Department Manual

Faculty of Economics and Administration

King Abdulaziz University

Jeddah, Saudi Arabia

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EXECUTIVE SUMMARY

The Department of Health Services and Hospital Administration at King Abdulaziz University is a leading academic unit within the Faculty of Economics and Administration. This manual presents the department's mission, strategy, academic programs, governance, and quality systems for the 2025–2026 academic year.

The department delivers four primary programs:

- **A Bachelor of Health Services Administration (BA-HSA)**, accredited by the NCAAA, is designed to prepare students for entry-level roles in healthcare administration.
- **An Academic Master of Science in Health Services and Hospital Administration (MS-HSHA)** focused on leadership development, applied research, and future doctoral preparation.
- **A CAHME-accredited Executive Master's in Health Administration (EMHA)** targeting mid-career professionals seeking senior roles in the healthcare sector.
- **The PhD in Health Administration** is designed to develop expert researchers and leaders capable of advancing healthcare systems, informing policy, and contributing original knowledge through rigorous doctoral research.

The manual documents the department's:

- Vision and strategic goals aligned with Saudi Vision 2030 and KAU's academic mission
- Quality Improvement (QI) framework and stakeholder engagement processes
- Competency-based program models and graduate readiness outcomes
- Governance structure, faculty roles, student support services, and career development pathways

This manual serves as an essential reference for faculty, students, accreditation teams, and institutional partners. It is reviewed annually to ensure alignment with university policies, national regulations, and global best practices in health administration education.





Message from the Department Head

Welcome to the Department of Health Services and Hospital Administration at King Abdulaziz University. As one of the leading academic units within the Faculty of Economics and Administration, our department is dedicated to advancing excellence in health services education, research, and community impact. We are committed to preparing future leaders who will shape healthcare systems through innovation, ethical leadership, and evidence-based decision-making.

This manual serves as a comprehensive reference for faculty, students, administrators, and external stakeholders. It outlines our strategic vision, academic programs, quality assurance mechanisms, and institutional values that guide our educational and operational efforts. Whether you are a current student, prospective applicant, faculty member, or partner organization, this document will provide clarity on our standards, expectations, and achievements.

We encourage you to use this manual as a reliable guide throughout your academic journey or during your professional collaboration with our department.

Dr. Waleed M. Kattan

Head, Department of Health Services and Hospital Administration

Faculty of Economics and Administration

King Abdulaziz University





1. INTRODUCTION

1.1. Purpose and Scope of the Manual

This manual documents the structure, strategy, and operations of the Department of Health Services and Hospital Administration (HSHA). It is designed to serve multiple purposes:

- To provide an authoritative reference for the department's academic programs, policies, and improvement initiatives.
- To support internal quality assurance efforts and ensure alignment with national (NCAAA) and international (CAHME) accreditation standards.
- To communicate the department's mission, vision, strategic goals, and operational frameworks.
- To guide faculty and students in understanding expectations, policies, and academic procedures.
- To promote transparency, accountability, and active engagement among stakeholders.

1.2. Intended Audience

This manual is intended for a broad range of internal and external stakeholders, including:

- Department faculty members
- Program directors and academic coordinators
- Current and prospective students (undergraduate and postgraduate)
- Administrative and support staff
- Accreditation bodies and external evaluators
- Alums and employer partners
- Institutional leadership at King Abdulaziz University

1.3. How to Use This Manual

Each section of this manual corresponds to a core domain of departmental governance or academic programming. Readers are encouraged to use the manual as:

- A roadmap for academic program requirements, structures, and policies
- A reference for understanding the department's strategic direction and quality improvement processes
- A guide to faculty responsibilities, student support services, and stakeholder engagement mechanisms
- A tool for preparing accreditation documentation, self-studies, and institutional reports

The manual is reviewed and updated annually by the Department Council to ensure alignment with university policies, accreditation requirements, and stakeholder feedback.





1.4. Department Overview

The Department of Health Services and Hospital Administration (HSHA) is a distinguished academic unit within the Faculty of Economics and Administration (FEA) at King Abdulaziz University (KAU). The department offers a portfolio of undergraduate and graduate programs designed to meet the evolving needs of Saudi Arabia's healthcare system and support the nation's Vision 2030 transformation goals.

The department serves both male and female students and operates within KAU's gender-segregated and bilingual structure. English is the primary language of instruction for all academic programs.

By integrating academic rigor with applied training, the department prepares graduates for leadership and operational roles in healthcare management, hospital administration, health policy, research, and executive-level decision-making.

Current academic offerings include:

- Bachelor of Science in Health Services Administration (BA-HSA)
- Master of Science in Health Services and Hospital Administration (MS-HSHA)
- Executive Master of Health Administration (EMHA)
- PhD in Health Administration

The department manages two accredited programs:

- The **EMHA**, which received CAHME accreditation in 2024
- The **BA-HSA**, which received conditional certification from NCAAA in 2024

Additionally, the **MS-HSHA program is currently undergoing formal accreditation with CAHME**, building upon the department's existing quality systems and international standards.

These accreditations and efforts demonstrate the department's profound commitment to academic excellence, workforce development, and global benchmarking.

1.5. Department History

King Abdulaziz University was established in 1967 as a private university in Jeddah to expand access to higher education in western Saudi Arabia. The university began formal instruction in 1968 with a preparatory year, enrolling 68 male and 30 female students. In the early 1970s, the university underwent rapid expansion and was officially converted into a public institution in 1974. The Faculty of Economics and Administration was among the first academic units established, offering programs in administrative sciences and public-sector management.

Within this context, the academic track in Health Services and Hospital Administration was launched under the Department of Public Administration. Recognizing the growing need for specialized education





in healthcare management, a royal decree elevated the track to a whole academic department in 2010. This marked the establishment of the Department of Health Services and Hospital Administration as the first of its kind in Saudi universities.

The department's early focus was on preparing students for entry-level roles in healthcare administration through the Bachelor of Health Services Administration (BA-HSA) program. Over time, the department expanded its academic offerings to include graduate education and professional development in health leadership. The Executive Master in Health Administration (EMHA) was introduced to serve mid-career professionals and was accredited by the Commission on Accreditation of Healthcare Management Education (CAHME) in 2024. The department later launched the Master of Science in Health Services and Hospital Administration (MS-HSHA), a research-oriented academic program designed for early-career professionals. The MS-HSHA is currently undergoing formal accreditation review by CAHME. In 2026, the department opened the door for a PhD in Health Administration. The department also developed a vocational Medical Secretary Diploma and is in the planning phase for a Doctorate in Health Administration. As of 2024, the BA-HSA program received conditional accreditation from the National Center for Academic Accreditation and Assessment (NCAAA), further reinforcing the department's commitment to quality standards.

The department has played a significant role in advancing the university's mission in healthcare education. It has continuously aligned itself with Saudi Arabia's Vision 2030 by enhancing academic quality, integrating applied research, and preparing graduates to lead and improve healthcare systems nationwide. By 2025, the department had unified its strategic and quality improvement plans across all programs, implementing comprehensive KPIs, faculty development initiatives, student feedback systems, and structured stakeholder engagement frameworks. Through its multi-level programs and strategic partnerships, the department contributes to the national goal of building a highly skilled and sustainable healthcare workforce.





2. VISION, MISSION, VALUES, AND GOALS

This section outlines the strategic identity and direction of the Department of Health Services and Hospital Administration, in alignment with King Abdulaziz University and the Faculty of Economics and Administration. It includes statements of vision, mission, and values at all institutional levels, as well as the strategic goals that guide the department's teaching, research, and community service.

2.1. Department of Health Services and Hospital Administration (HSHA)

- **Department Vision**

To achieve scientific leadership in the field of Health Services and Hospital Administration regionally and globally.

- **Department Mission**

A distinguished educational beacon in the field of Health Services and Hospital Administration.

- **Core Values**

- **Partnership:** Fostering teamwork within and beyond the department.
- **Integrity:** Upholding ethical and professional standards.
- **Excellence:** Pursuing quality standards and continuous development.
- **Responsibility:** Commitment by all members to fulfill their duties.
- **Sustainability:** Preserving and developing departmental and university assets for future generations.





3. Programs Overview

The Department of Health Services and Hospital Administration offers three academic degree programs designed to meet national workforce needs and align with international accreditation standards. Each program shares the department's vision and values while maintaining distinct goals, learning outcomes, and competency frameworks appropriate to its academic level and target population.

Summary of Programs

All programs reflect the department's vision and values, but each program maintains its own tailored vision, mission, and emphasis areas.

- ***Bachelor of Health Services Administration (BA-HSA)***

Aligned with NCAAA accreditation and the National Qualifications Framework (NQF), this undergraduate program prepares students for entry-level roles in healthcare administration and public health services.

- ***Master of Science in Health Services and Hospital Administration (MS-HSHA)***

A research-oriented academic master's program for early-career professionals, focused on applied research, systems thinking, and leadership in health services. The program is currently undergoing CAHME accreditation.

- ***Executive Master of Health Administration (EMHA)***

Designed for mid-career professionals seeking senior leadership roles, the EMHA is delivered in a modular format and has been fully accredited by CAHME since December 2024.

- ***PhD in Health Administration***

Aligned with NCAAA accreditation and the National Qualifications Framework (NQF), this doctoral program is designed to develop advanced scholars and academic leaders in health administration. It emphasizes rigorous research training, theory development, and high-impact scholarly output, preparing graduates for careers in academia, research institutions, policy analysis, and senior advisory roles within the health sector.





3.1. Bachelor of Health Services Administration (BA-HSA)

(NCAAA-aligned)

- **Program Mission**

To prepare competent and ethical healthcare administrators through a comprehensive educational program that integrates foundational knowledge, practical skills, and community engagement, aligning with national standards and addressing the evolving needs of the healthcare sector.

- **Program Emphasis**

- Eight-semester structure with emphasis on field training in the final year
- Foundational courses in health systems, management, ethics, and communication
- Hands-on training through internships and real-world projects
- Focus on employability, professional ethics, and public health knowledge

- **Program Admission Requirements**

- High School Qualification: A Saudi high school diploma (scientific track) or an equivalent recognized certificate.
- Preparatory Year: Successful completion of the University Preparatory Year requirements as determined by the Faculty of Economics and Administration.
- Minimum Grade Point Average (GPA): Applicants must achieve the GPA required by the University and College Council for admission into the program.
- Language Proficiency: Since many courses are taught in English, students are expected to demonstrate sufficient proficiency in academic English. Placement tests or bridging courses may apply where required.

- **Program Learning Outcomes**

- **A. Knowledge and Understanding**

- K1: Describe the structure and components of healthcare systems in Saudi Arabia.
- K2: Identify major functions of hospital operations and service delivery.
- K3: Explain the principles of healthcare quality, safety, and regulatory compliance.

- **B. Skills**

- S1: Analyze health-related data using statistical and research methods.
- S2: Solve operational challenges in healthcare using applied tools.
- S3: Apply digital systems and informatics to improve healthcare services.
- S4: Communicate effectively with colleagues and stakeholders.

- **C. Values, Autonomy, and Responsibility**

- V1: Demonstrate ethical and professional behavior in academic and practical settings.
- V2: Apply national healthcare laws and policies to support safe practices.
- V3: Show initiative and responsibility during training and community activities.

- **Assessment Methods**

- Written exams, quizzes, and assignments
- Presentations and teamwork evaluations
- Internship performance and preceptor evaluations
- Capstone project reports





• Graduation Requirements

- Achieve a cumulative GPA of **at least 2.75 out of 5.00**.
- Clear all financial and academic obligations with the university.
- Completion of all 125 credit hours
- Minimum cumulative GPA as defined by KAU regulations
- Successful completion of the internship (HSA 479)
- Clearance of all academic and administrative requirements

• Study Plan

Level	Course Code	Course Title	Required or Elective	Pre-Requisite Courses	Credit Hours	Type of requirements (Institution, College, or Program)
Level 2 Semester 3	HSA 204	English for Health Profession	Required	ELIS 120	3	College
	HSA 170	Introduction to Healthcare	Required		3	Department
	HSA 171	Healthcare Administration	Required		3	Department
	HSA 172	Healthcare Accounting	Required		3	Department
Level 2 Semester 4	ECOM 200	Biostatistics	Required	HSA 204	3	College
	HSA 271	Medical Terminology	Required	HSA 204	3	Department
	HSA 272	Healthcare Organizational Behavior	Required	HSA 171	3	Department
	HSA 276	Healthcare Materials Administration	Required	HSA 171	3	Department
Level 3 Semester 5	HSA 274	Healthcare Human Resources Administration	Required	HSA 170	3	Department
	ECOM 300	Public Health	Required	HSA 272	3	Department
	HSA 273	Medical Report and Technical Writing	Required	HSA 271	3	Department
	HSA 275	Health Services Research	Required	HSA 171 + ECOM 200	3	Department
	HSA 277	Strategic Management of Healthcare	Required	HSA 272	3	Department
	HSA 371	Healthcare Marketing	Required	HSA 171 + HSA 204	3	Department
Level 3 Semester 6	HSA 305	Healthcare Law	Required	HSA 171 + HSA 204	3	Department
	HSA 372	Health Insurance	Required	ECON 107	3	Department
	HSA 374	Health Informatics	Required	HSA 171	3	Department
	HSA 375	Healthcare Financial Management	Required	HSA 273 + ECON 107	3	Department
	HSA 377	Healthcare Ethics	Required	HSA 171	3	Department
	ELEC	Elective 1	Elective		3	College
Level 4 Semester 7	FREE	Free 1	Elective		3	College
	ECOM 400	Epidemiology	Required	ECOM 300 + HSA 273	3	Department
	HSA 472	Health Economics	Required	HSA 204 + ECON 107	3	Department
	HSA 476	Healthcare Quality and Patient Safety	Required	HSA 377	3	Department
	HSA 477	Healthcare Policies	Required	HSA 377	3	Department
	ELEC	Elective 2	Elective		3	Department
Level 4 Semester 8	FREE	Free 1	Elective		3	College
	HSA 479	Practical Training	Required	After 116 Credit Hours	9	Department





3.2. Master of Science in Health Services and Hospital Administration (MS-HSHA)

(Following CAHME-aligned design – under accreditation review)

- **Program Vision**

To become a regionally leading academic master's program that advances healthcare delivery through academic excellence, applied research, and the development of future leaders in health systems management.

- **Program Mission**

To prepare early-career professionals and aspiring graduates for leadership roles in healthcare systems by offering a strong academic foundation, applied research skills, and systems thinking that promote evidence-based improvements across health services and hospital administration in Saudi Arabia and beyond.

- **Core Values**

- Academic Excellence
- Integrity
- Collaboration
- Innovation
- Service Orientation
- Sustainability

- **Program Emphasis**

- Structured research and thesis requirement (9 credits)
- Core focus on leadership, systems thinking, and data analysis
- Competency-based model mapped to CAHME and NQF
- Preparation for doctoral study, public sector policy, and academic careers

- **Program Admission Requirements**

Requirement	Description
Bachelor's Degree	A recognized bachelor's degree (minimum 4 years) in health administration, public health, business, or a related field. Degrees in clinical disciplines may also be considered.
GPA Requirement	A minimum cumulative GPA of 3.75 out of 5.00 (or equivalent) is generally required. Higher academic performance strengthens the application.
Language Proficiency	Proof of English proficiency (e.g., IELTS ≥ 5.5 or TOEFL ≥ 500)
Statement of Purpose	A 500–750 word personal statement describing academic goals, career objectives, and motivation for joining the program.
Recommendation Letters	Two academic or professional references from individuals familiar with the applicant's academic or work performance.
Experience and Training	Submission of a CV along with proof of previous professional experience and any relevant training certificates.





• Learning Outcomes

Code	Competency Statement
C1	Communicate clearly and professionally across oral, written, and digital formats for academic and managerial audiences.
C2	Apply critical thinking, data analysis, and evidence-based reasoning to assess and improve healthcare systems.
C3	Conduct applied research using appropriate methods to generate insights and solve problems in health services administration.
C4	Demonstrate the ability to lead teams, manage operations, and apply key principles of strategy, quality, and finance.
C5	Collaborate effectively with diverse stakeholders in healthcare settings to achieve shared goals and improve service delivery.
C6	Uphold professional ethics, cultural sensitivity, and academic integrity while demonstrating accountability, academic rigor, and commitment to continuous improvement and lifelong learning.

• Assessment Methods

Each course includes classroom lectures, case studies, project assignments, and applied assessments. Assessment of quality and outcomes is based on both direct and indirect tools. The MS-HSHA program emphasizes higher-order learning by allocating **60–70% of course assessments to higher-level applied activities**, while **30–40%** are allocated to lower-level foundational learning activities.

Higher-level assessments focus on advanced competencies such as problem-solving, critical analysis, teamwork, strategic thinking, application of theories, and real-world decision-making. Lower-level assessments reinforce essential knowledge through readings, lectures, discussions, and media-supported learning.

• Graduation Requirements

- Complete **39 credit hours** (core, electives, thesis).
- Achieve a cumulative GPA of **at least 3.75 out of 5.00**.
- Successfully submit and defend the thesis.
- Clear all financial and academic obligations with the university.

• Study Plan

Semester	Courses	Credits
Semester 1	HSA 601 – Health Systems Administration	3
	HSA 602 – Health Economics	3
	HSA 603 – Health Research Methodology	3
Semester 2	HSA 606 – Healthcare Statistical Methods	3
	HSA 605 – Health Law and Ethics	3
	HSA 607 – Healthcare Finance	3
Semester 3	HSA 611 – Healthcare Quality	3
	HSA 612 - Health Informatics	3
	HSA 613 - Health Resources Utilization Management	3
Semester 4	HSA 699 – Thesis	9
	Elective I	3

• Course specifications

Refer to the KAU website.





3.3. Executive Master of Health Administration (EMHA)

(CAHME-accredited)

- **Program Vision**

To be a leading executive healthcare administration program that cultivates mid-career visionary leaders, fosters excellence in healthcare management, and drives transformative advancements in healthcare systems.

- **Program Mission**

The Executive Master's in Health Administration (EMHA) at King Abdulaziz University is dedicated to developing mid-career healthcare leaders capable of driving meaningful change, enhancing healthcare systems, and improving operations in healthcare industry roles.

- **Core Values**

- Academic Excellence
- Integrity
- Collaboration
- Innovation
- Service Orientation
- Sustainability

- **Program Emphasis**

- Executive-level decision-making in healthcare operations
- Strategic leadership, finance, and policy
- Applied project work as a capstone experience
- Modular delivery model aligned with working professionals
- CAHME competency framework and continuous assessment

- **Program Admission Requirements**

Requirement	Description
Bachelor's Degree	A recognized bachelor's degree (minimum 4 years) in health administration, public health, business, or a related field. Degrees in clinical disciplines may also be considered.
GPA Requirement	A minimum cumulative GPA of 3.75 out of 5.00 (or equivalent) is generally required. Higher academic performance strengthens the application.
Language Proficiency	Proof of English proficiency (e.g., IELTS ≥ 5.5 or TOEFL ≥ 500)
Statement of Purpose	A 500–750 words personal statement describing academic goals, career objectives, and motivation for joining the program.
Recommendation Letters	Two academic or professional references from individuals familiar with the applicant's academic or work performance.
Experience and Training	Submission of a CV along with proof of previous professional experience and any relevant training certificates.

- **Learning Outcomes**





EMHA Competency	Description
C1: Strategic Leadership and Team Management	Guide healthcare teams, manage operations, and implement strategic initiatives to enhance organizational performance and service delivery.
C2: Applied Research and Evidence-Based Decision-Making	Apply research skills, critical thinking, and data-driven methods to solve complex healthcare challenges and drive system improvement.
C3: Healthcare Quality and Patient Safety	Apply quality improvement tools and patient safety principles to evaluate performance, reduce risk, and improve outcomes in healthcare organizations.
C4: Professional Communication and collaboration	Communicate effectively in written, oral, and digital forms within diverse healthcare environments. Demonstrate collaboration and interpersonal competence across diverse healthcare settings.
C5: Ethics, Policy, and Professionalism	Act with integrity, uphold ethical and legal standards, and demonstrate cultural sensitivity, accountability, and professionalism in healthcare practice and policy.

• Assessment Methods

Each course includes classroom lectures, case studies, project assignments, and applied assessments. Assessment of quality and outcomes is based on both direct and indirect tools. The MS-HSHA program emphasizes higher-order learning by allocating **60–70% of course assessments to higher-level applied activities**, while **30–40%** are allocated to lower-level foundational learning activities.

Higher-level assessments focus on advanced competencies such as problem-solving, critical analysis, teamwork, strategic thinking, application of theories, and real-world decision-making. Lower-level assessments reinforce essential knowledge through readings, lectures, and discussions.

• Graduation Requirements

- Complete 45 credit hours (core, elective, and research project).
- Achieve a cumulative GPA of at least 3.75 out of 5.00.
- Successfully submit and defend the applied research project (HSAE 698).
- Satisfy all financial and academic obligations with the university.

• Study Plan

Semester	Courses	Credits
Semester 1	HSAE 601 – Healthcare Management	3
	HSAE 690 – Health Research Methods	3
	HSAE 613 – Health Statistics	3
	HSAE 627 – Ethics of Health Professions	3
Semester 2	HSAE 605 – Health Law	3
	HSAE 623 – Healthcare Finance	3
	Elective 1	3
	HSAE 617 – Healthcare Policy	3
Semester 3	HSAE 620 – Health Information Systems	3
	HSAE 698 – Applied Research Project	3
	HSAE 603 – Health Economics	3
	Elective 2	3
Semester 4	HSAE 610 – Healthcare Human Resources Management	3
	HSAE 607 – Accounting for Health Facilities	
	HSAE 625 – Healthcare Quality Management	3





3.4. PhD in Health Administration

(NCAAA-aligned)

- **Program Vision**

To be a leading doctoral program in health administration that advances evidence-based leadership, health system performance, and policy innovation through rigorous research and scholarly impact at national and international levels.

- **Program Mission**

To develop expert researchers and leaders in health administration capable of improving healthcare systems, informing policy, and advancing evidence-based management through rigorous education and research.

- **Core Values**

- Academic Excellence
- Integrity
- Collaboration
- Innovation
- Service Orientation
- Sustainability

- **Program Emphasis**

- Advanced research and analytical skills in health administration
- Evidence-based decision-making for healthcare policy and management
- Comparative analysis of national and international health systems
- Leadership and strategic management in healthcare organizations
- Integration of quantitative, qualitative, and policy research methods

Program Admission Requirements

- **Minimum GPA: Very Good in the Master's degree**
- **Required Master's Specializations: Applicants must hold a Master's degree in one of the following fields:**
 - Health Administration
 - Health Services and Hospital Management
 - Health Policy
 - Health Information Systems
 - Public Health
- **English Language Requirement (TOEFL / IELTS / STEP):**
 - TOEFL PBT: 550
 - TOEFL CBT: 213
 - TOEFL IBT: 80
 - IELTS: 6
 - STEP: 97
- **Other Requirements:**





- Pass the written entrance tests and the personal interview conducted by the department.
- English language proficiency is mandatory even if the applicant's previous degree was from an English-speaking country.
- Submission of a research proposal at the time of application

• Learning Outcomes

- Conduct rigorous research and apply quantitative and qualitative methods to solve complex health administration problems.
- Analyze and evaluate healthcare systems, policies, and organizational performance at national and international levels.
- Demonstrate leadership and strategic management skills to improve healthcare quality, efficiency, and decision-making.
- Apply ethical, social, and economic principles to develop evidence-based solutions for healthcare challenges.
- Communicate and disseminate research findings effectively through scholarly publications, presentations, and policy reports.

• Assessment Methods

Each course includes classroom lectures, case studies, project assignments, and applied assessments. Assessment of quality and outcomes is based on both direct and indirect tools. The MS-HSHA program emphasizes higher-order learning by allocating **60–70% of course assessments to higher-level applied activities**, while **30–40%** are allocated to lower-level foundational learning activities.

Higher-level assessments focus on advanced competencies such as problem-solving, critical analysis, teamwork, strategic thinking, application of theories, and real-world decision-making. Lower-level assessments reinforce essential knowledge through readings, lectures, discussions, and media-supported learning.

• Graduation Requirements

- Complete **42 credit hours** (core, electives, thesis).
- Achieve a cumulative GPA of **at least 3.75 out of 5.00**.
- Successfully submit and defend the thesis.
- Clear all financial and academic obligations with the university.





• Study Plan

Year	Semester	Course Title	Corse Code	Corrse No.	Credits
1	1	Quantitative Data Analysis	HSA	701	3
		Qualitative Data Analysis	HSA	702	3
	2	Health Policies	HSA	703	3
		Comparative Health Systems	HSA	704	3
2	1	Advanced Topics in Health Management	HSA	705	3
		Healthcare Financing	HSA	711	3
	2	Health Economics	HSA	712	3
		Healthcare Research Methods	HSA	794	3
3	2	Elective Course (1)	-	—	3
		Elective Course (2)	-	—	3
	2	Thesis	HSA	799	6
4	1	Thesis	HSA	799	6

• Course specifications

Refer to the KAU website.

3.5. Program-Level Curriculum Features

All programs maintain detailed course specifications, competency frameworks, and program learning outcomes (PLOs), which are reviewed annually as part of the department's quality improvement system.

Program	Key Features
BA-HSA	Eight semesters; internship in final year; alignment with NQF and NCAAA; communication and ethics emphasis
MS-HSHA	Structured thesis and research methods; systems thinking; applied project work; CAHME-aligned
EMHA	Modular executive format; field project as capstone; strategic, financial, and leadership core
PhD in Health Administration	Advanced research and coursework; comprehensive exam before thesis; focus on evidence-based policy, leadership, and systems; original doctoral research; CAHME/NCAAA-aligned outcomes.





4. Academic rules and regulations.

4.1. Academic Regulations and Student Responsibilities

- Students are required to comply with all academic policies of KAU, including those outlined in the University Study and Examination Regulations.
- Each student is responsible for staying informed about program requirements, course prerequisites, and graduation criteria.
- Students must uphold the values of academic integrity, honesty, and professionalism in all academic activities.
- Regular consultation with academic advisors is strongly recommended to ensure the selection of appropriate courses and progress toward graduation.

4.2. Code of Conduct and Academic Integrity

All students are expected to uphold the highest standards of academic honesty, integrity, and ethical behavior. Violations, such as plagiarism, cheating, data fabrication, or unauthorized collaboration, are subject to disciplinary action per King Abdulaziz University (KAU) policies.

- Plagiarism, fabrication of data, or cheating in any form is strictly prohibited.
- All submitted assignments and theses are subject to Turnitin or equivalent plagiarism detection tools.
- Violations of academic integrity result in disciplinary action, including potential dismissal.
- Examples of Misconduct Include:
 - Copying from another student or source without citation
 - Submitting the same work for multiple courses without permission
 - Using unauthorized materials during exams
 - Falsifying internship or research data
- Violations may result in:
 - Failing the course
 - Academic probation or suspension
 - Permanent dismissal in severe cases
- Using AI tools (e.g., ChatGPT, paraphrasing software) to generate or rewrite academic work without proper disclosure and instructor approval.

Students must review and sign an academic integrity acknowledgment form at the beginning of each academic year.

4.3. Credit hour requirements and study Progression

- To remain in good academic standing, students must:
 - Enroll in and complete core courses in the designated sequence.
 - Maintain academic progress in accordance with university standards
 - Adhere to the structured, cohort-based study plan unless officially approved for exceptions.





- Students must follow the structured, cohort-based study plan unless they have been granted formal approval to deviate.
- Complete all core courses.
- Maintain the minimum cumulative GPA.

4.4. Attendance and Participation

Regular class attendance is required. A minimum attendance rate of 75% is mandatory for all courses. Failure to meet attendance requirements may result in failure of the course.

Attendance is mandatory in all programs:

- Students must attend at least 75% of classes in each course
- Absences exceeding this threshold (without a valid excuse) result in course failure
- Active participation is expected in discussions, group activities, and presentations
- EMHA students are expected to attend online sessions punctually and complete all asynchronous tasks
- Medical or emergency absences must be supported by official documentation and approved through the department.

4.5. Grading System

In accordance with King Abdulaziz University policies, each program establishes a minimum cumulative GPA requirement that students must maintain for continued enrollment

Grading Scale (5.0 System):

Percentage Grade	Grade	Grade Symbol	Grade Weight (out of 5)
95 - 100	Excellent Plus	A+	5.00
90 to less than 95	Excellent	A	4.75
85 to less than 90	Very Good Plus	B+	4.50
80 to less than 85	Very Good	B	4.00
75 to less than 80	Good Plus	C+	3.50
70 to less than 75	Good	C	3.00
65 to less than 70	Acceptable Plus	D+	2.50
60 to less than 65	Acceptable	D	2.00
Below 60	Fail	F	1.00

4.6. Academic Integrity and Misconduct

- Academic integrity is a core principle of the BA-HSA program. Students are expected to complete all assignments and examinations honestly and independently.
- Academic misconduct includes, but is not limited to, plagiarism, cheating on examinations, falsification of data, and unauthorized collaboration.





- Violations of academic integrity will be reported to the University disciplinary committee and may result in penalties ranging from loss of marks to suspension or dismissal.

4.7. Leave of Absence, Withdrawal, and Dismissal

- **Leave of Absence:**

Students may request a temporary leave of absence (1–2 semesters) for justified personal, medical, or professional circumstances, subject to program approval. Requests must be submitted in writing and supported by official documentation.

- Approval is granted by the Deanship of Graduate Studies (for master's programs) or the College Council (for undergraduate programs).
- Students must resume studies within the approved timeframe to maintain an active enrollment status.
- Unauthorized or prolonged absences without formal approval may result in dismissal.

- **Course Withdrawal:**

Students may withdraw from individual courses within the designated university withdrawal period.

- A formal withdrawal request must be submitted using the appropriate form and approved by the academic advisor.
- Multiple or unjustified withdrawals may result in academic probation.
- Withdrawal after the deadline may not be permitted without documented extenuating circumstances.

- **Program Dismissal:**

Students may be dismissed from the EMHA program under the following circumstances:

- Repeated academic failure or failure to meet the minimum GPA requirement.
- Violations of academic integrity or university conduct policies.
- Exceeding the maximum allowed study period without an approved justification.
- Unauthorized withdrawal or absence beyond the permitted leave period.





5. Student Support Services

The Department of Health Services and Hospital Administration (HSHA) is committed to providing high-quality support services that foster student success, academic progress, and professional development across all programs: BA-HSA, MS-HSHA, EMHA, and the PhD. These services are aligned with national (NCAAA) and international (CAHME) standards and are delivered in coordination with university-wide units.

5.1. Academic Advising

Each student is assigned a faculty advisor upon entering the program. The advising structure differs slightly by program:

Program	Advising Model
BA-HSA	Faculty members are assigned 10–12 students. Advising occurs at the beginning, midpoint, and end of each semester.
MS-HSHA	Program Director and thesis supervisors provide personalized advising throughout coursework and thesis stages.
EMHA	Block-based advising conducted during each module (in person or virtual), led by the Program Director and course instructors.

Advisors assist with:

- Course selection and sequencing
- Monitoring academic performance
- Thesis/project planning and supervisor selection
- Understanding learning outcomes and competencies
- Navigating petitions, leave of absence, or academic appeals

Students are expected to meet their advisor at least once per semester. A lack of engagement may impact graduation timelines or academic standing.

5.2. Research and Thesis Support

Graduate students in the MS-HSHA and EMHA programs receive structured support for research and thesis/capstone completion:

- Each student is paired with a qualified faculty member as their supervisor.
- Thesis/capstone guidance includes topic refinement, research design, IRB applications (if needed), and writing support.
- Dedicated workshops cover research methodology, ethics, data analysis, and academic writing.
- Students receive access to templates, rubrics, and guidelines for defense.
- Research expectations are integrated into required coursework (e.g., HSA 602 – Health Research Methodology for MS-HSHA).





5.3. Learning Resources and Facilities

All students have access to robust academic tools and environments:

Resource	Description
University Library System	Full access to digital and physical collections including Scopus, PubMed, EBSCO, and ProQuest.
Computer Labs	Department-managed labs equipped with statistical and management software.
Statistical Support	Tools and training on SPSS, NVivo, Excel, and qualitative/quantitative analysis.
Writing Center	Services available through the university for thesis and report support.
Learning Platforms	Courses are supported via Blackboard (LMS), with Teams or Zoom used for EMHA and special sessions.

5.4. Student Development and Career Counseling

The department and university jointly offer services to enhance employability and professional skills:

- CV building and mock interviews
- Job postings and career counseling via the KAU Career Center
- Alum speaker sessions and networking events
- Internship orientation (for BA-HSA) and capstone preparation (MS-HSHA/EMHA)
- Participation in university-wide career fairs and employer panels

Program	Practical Requirement
BA-HSA	Field internship in the final semester (guided by training manuals, supervisor evaluations, and final presentation)
MS-HSHA	9-credit research thesis (independent or institution-based)
EMHA	Applied field project or executive capstone (in collaboration with healthcare organizations)

5.5. Inclusive Education and Disability Support

KAU is committed to inclusive education. Students with documented disabilities may request accommodations such as:

- Extended time on exams
- Modified classroom seating
- Assistive technology or note-taking support

Requests are processed through the University Disability Services Unit in coordination with program directors. All cases are handled with confidentiality and in compliance with institutional policy.

5.6. Counseling and Wellness Services

Students can access confidential personal and academic counseling through the KAU Counseling Center. Services include:

- Stress and time management strategies
- Mental health and wellness support
- Support for adjusting to academic expectations or life transitions

Sessions are available in person or virtually and delivered by licensed professionals.





5.7. Student Communication and Professional Conduct

Students are expected to:

- Communicate respectfully with faculty, peers, and staff
- Use official KAU communication channels (email, LMS, university portals)
- Follow dress codes and behavioral expectations during courses, fieldwork, and events
- Represent the department professionally in external engagements

Violation of communication or conduct standards is subject to disciplinary procedures.

5.8. Use of Technology and Learning Systems

Students are responsible for engaging with core platforms:

- **Blackboard:** Primary platform for course delivery, assessments, and communication
- **Microsoft Teams / Zoom:** Used for EMHA modules and special workshops
- **KAU Portal:** For registration, grades, transcripts, and academic forms
- **Email (@kau.edu.sa):** All official messages are sent via institutional email

Failure to monitor platforms does not excuse missed deadlines or failure to meet requirements.

5.9. Complaint and Grievance Procedures

- Students have the right to appeal academic decisions, including grading, attendance, and disciplinary actions.
- Appeals must be submitted in writing to the Department within the timeframe specified by University policy.

Students with academic or non-academic concerns can seek resolution through:

- Speaking directly with the course instructor or advisor
- Submitting a written complaint to the Student Affairs and Advising Committee
- Using the university's official grievance portal (anonymous option available)

All grievances are reviewed confidentially and resolved within 10 working days. If unresolved, the issue may escalate to the Department Head or the College Vice Dean for Student Affairs.

5.10. Orientation and Graduation Support

- **Orientation:** All new students attend a departmental session covering program structure, key policies, competency frameworks, and support resources.
- **Graduation Preparation:** Graduating students receive personalized advising, support for thesis/project completion, and checklists for graduation clearance.
- **Alumni Engagement:** Exit surveys and contact updates are collected as part of the QI plan to maintain alum connections and track career outcomes.





6. CAREER DEVELOPMENT AND ALUMNI ENGAGEMENT

The Department of Health Services and Hospital Administration (HSHA) is committed to supporting students' transition from academic programs into meaningful and impactful careers in healthcare leadership, management, research, and policy. Career development is embedded in each program and supported through structured guidance, partnerships, and alumni involvement.

6.1. Career Services and Readiness

Career readiness is fostered through the integration of curriculum, personalized advising, and co-curricular activities. Support includes:

- Faculty mentorship and academic advising on career paths
- Workshops on CV writing, job search strategy, and interview skills
- Employer panels and speaker sessions with alumni and health leaders
- Access to job postings via KAU's career portal and departmental channels
- Internship placement support for BA-HSA students
- Capstone and thesis guidance with institutional collaboration (MS-HSHA and EMHA)
- Career fairs and networking receptions with employer partners
- Tracking of graduate employment outcomes to inform continuous improvement

Career services are tailored by program and aligned with department KPIs:

- ≥90% employment or promotion within 6 months for EMHA graduates
- ≥80% employment or advancement within 6–12 months for MS-HSHA graduates
- Field readiness and first-job placement metrics for BA-HSA graduates

6.2. Practical Experience and Applied Learning

• BA-HSA

- Students complete a 9-credit internship (HSA 479) during their final semester
- Internship sites include MOH hospitals, university hospitals, private healthcare providers, and regulatory or insurance agencies
- Each student is assigned a departmental faculty supervisor and an institutional preceptor
- Required deliverables:
 - Internship logbook
 - Final presentation or report
 - Preceptor and faculty evaluations

• MS-HSHA

- Students complete a research thesis addressing real-world challenges in healthcare systems.
- Institutional partnerships are encouraged to align thesis topics with health sector priorities.
- Faculty supervise research methodology, ethics approvals, and final defense.





- **EMHA**

- Students complete an applied executive project, or a capstone focused on workplace innovation or sector impact.
- Projects are often conducted at students' workplaces or through partnerships with external institutions.
- Projects are guided by faculty and reviewed during the final modules

6.3. Career Pathways by Program

Program	Common Career Tracks
BA-HSA	Administrative assistant, records officer, clinic coordinator, HR assistant, entry-level operations specialist
MS-HSHA	Quality coordinator, policy analyst, research associate, academic instructor, public health consultant
EMHA	Hospital director, department head, strategic planner, CEO, consultant, insurance/regulatory executive
PhD	University faculty, health systems researcher, policy advisor, senior healthcare executive, consultant, thought leader in healthcare administration

Graduates are employed across the government and private sectors, including MOH, Vision Realization Offices, CBAHI, SHC, private hospitals (e.g., Dr. Sulaiman Al Habib, Saudi German), and health insurers (e.g., Bupa Arabia, Tawuniya).

6.4. Alumni Tracking and Employer Feedback

Graduate outcomes are monitored through:

- Graduate exit surveys
- Alum follow-up surveys (6–12 months post-graduation)
- Employer evaluations of graduate performance and readiness
- Advisory committee reviews of workforce needs and graduate skillsets

This data is reviewed by the Quality Improvement Committee and Program Directors to inform curriculum updates, competency refinement, and partnership development.

6.5. Guest Speakers, Networking, and Sector Engagement

To connect students with the professional world, the department organizes:

- **Guest lectures** featuring hospital executives, policy makers, and sector leaders
- **Career forums** highlighting emerging fields and postgraduate opportunities
- **Site visits** to hospitals, insurance agencies, or regulatory bodies
- Student research days and poster sessions for public dissemination and feedback
- **Networking events** with alumni and employers (held annually or biannually)

These activities are documented in the department's QI calendar and contribute to experiential learning and employer visibility.





6.6. Alumni Engagement and Mentoring

The department actively involves alumni in academic, mentoring, and strategic functions:

- Participation in guest lectures and research panels
- One-on-one mentoring for current students (particularly MS-HSHA and EMHA)
- Serving on advisory committees and feedback sessions
- Providing internship or employment opportunities through their institutions
- Contributing to program documentation and accreditation processes (especially CAHME)

6.7. Alumni Directory and Community Building

The department maintains an alumni database organized by program and graduation cohort. Engagement efforts include:

- Annual alum surveys to track career progression and gather program feedback
- Invitations to alumni events, panel discussions, and strategic planning workshops
- Recognition of outstanding alumni in departmental reports and ceremonies
- Advisory roles for alumni with demonstrated professional leadership

6.8. Community and Professional Contributions

Graduates are expected to contribute meaningfully to health systems and society by:

- Improving service quality and administrative effectiveness
- Advancing policy development and evidence-based decision-making
- Contributing to Vision 2030 health transformation goals
- Publishing research and participating in sectoral think tanks or forums

The department encourages students and alumni to:

- Present at academic or professional conferences
- Join relevant professional societies and regulatory boards
- Participate in community health initiatives and dialogues

6.9. Alumni Roles in Curriculum and Quality Assurance

Alum input is formally integrated into departmental development through:

- Curriculum reviews and course updates
- Participation in thesis or capstone assessment panels
- Feedback sessions during annual QI reviews
- Contributions to CAHME documentation (especially for EMHA graduates)
- Informal feedback via mentoring, site visits, or speaker forums





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Department Manual
