



**M S RAMAIAH  
UNIVERSITY OF APPLIED SCIENCES**

# **Programme Specifications**

**M.H.A**

**Batch 2019**

**Faculty of Life and Allied Health  
Sciences**

**Ramaiah University of Applied Sciences University  
House,  
New BEL Road, MSR Nagar, Bengaluru – 560 054  
[www.msruas.ac.in](http://www.msruas.ac.in)**

## Programme Specifications: Master of Hospital Administration

Faculty	Faculty of Life and Allied Health Sciences (FLAHS)
Department	Allied Health Sciences
Programme	Master of Hospital Administration
HOD	Dr. Medha Joshi

**1. Title of the Award**

M.H.A

**2. Modes of Study**

Full-Time

**3. Awarding Institution/Body**

M.S. Ramaiah University of Applied Sciences – Bangalore, India

**4. Joint Award**

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**5. Teaching Institution**

Faculty of Life and Allied Health Sciences

M.S. Ramaiah University of Applied Sciences - Bangalore, India

**6. Date of Programme Specifications**

August 2019 (Revised Version of 2018)

**7. Date of Programme Approval by the Academic Council of MSRUAS**

August 2019

**8. Next Review Date**

May 2021

**9. Programme Approving Regulatory Body and Date of Approval**

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**10. Programme Accrediting Body and Date of Accreditation**

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**11. Grade Awarded by the Accreditation Body**

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**12. Programme Accreditation Validity**

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**13. Programme Benchmark**

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#### **14. Rationale for the Programme**

There is an increasing focus on quality, optimisation, improved productivity and sustainability in hospital operations across the globe. The vital administrative functions of a hospital such as accounts, human resource management, quality, logistics and supply chain, public relations, marketing and waste management are increasingly being managed by professional healthcare managers to achieve effectiveness and efficiency in day-to-day operations. In India, the current Hospital Bed to Patient ratio is under 1:1000, way below the global ratio of 3:1000. With the addition of new hospitals, emerging second and third tier cities, deeper penetration of super specialty health care and health insurance, rising income levels, ageing population, growing health awareness and increasing medical tourism in the country, the healthcare sector is growing at an explosive pace, estimated to be a compound annual growth rate (CAGR) of 15% by the brand equity foundation of India in their March 2014 report. This scenario coupled with increasing complexities and advances in healthcare delivery has created a significant need for professionally trained health care managers.

The M.H.A. programme being offered under M. S. Ramaiah University of Applied Sciences (MSRUAS) aims at fulfilling this need. The graduates with a sound foundation in management, and a strong sense of business ethics and societal responsibility, can assume leadership roles to meet the unique and dynamic challenges of the healthcare sector not just locally, but in a global context. Furthermore, this programme offers the students a unique advantage of learning the basics of management from the Faculty of Business Management, and gaining practical, hands-on experience in management of services in a state-of-the-art, tertiary super-specialty hospital under hospital administrators' guidance and supervision to develop the necessary managerial skills. Specialised training in soft skills has been incorporated into the programme to enable the students to remain relevant and competitive in the dynamic healthcare sector. With its research orientation, the programme further fosters creative thinking, critical analysis and innovation, thus contributing to the creation of a knowledge economy.

#### **15. Programme Aim**

The aim of the programme is to produce healthcare administrators with proficiency in healthcare facility planning and management of services to achieve organizational goals within the ethical and legal framework.

#### **16. Programme Objectives**

At the end of the programme, the student should be able to :

1. Discuss the design and maintenance of hospital systems
2. Discuss the legal framework affecting healthcare delivery
3. Apply principles of management to plan, implement and control systems and processes in healthcare settings
4. Establish goals and objectives for improving health outcomes across diverse socioeconomic environment
5. Plan, optimize and allocate resources for effective health administration
6. Organize and manage human resource using performance indicators and metrics
7. Control and optimize cost using financial information
8. Apply appropriate tools to analyses, evaluate and improve an organization's processes and outcomes
9. Analyze a healthcare organization from a systems perspective

## 17. Intended Learning Outcomes of the Programme

The intended learning outcomes are listed under four headings:

1. Knowledge and Understanding, 2. Cognitive Skills, 3. Practical Skills and 4. Capability/ Transferable Skills.

### 17.1 Knowledge and Understanding

After undergoing this programme, a student will be able to:

- KU1: Describe the principles of management
- KU2: Explain internal working of hospital systems
- KU3: Discuss hospital services, quality management systems, legal and ethical aspects of healthcare for a functional discipline
- KU4: Discuss the current and emerging trends in Hospital Administration

### 17.2 Cognitive Skills

After undergoing this programme, a student will be able to:

- CS1: Develop plans for recruiting, training, managing and motivating multicultural teams
- CS2: Design and apply schemes for performance appraisal and career advancement of employees
- CS3: Design compensation packages within legal and ethical frameworks
- CS4: Design frameworks for implementing knowledge management and corporate social responsibility

### 17.3 Practical Skills

After undergoing this programme, a student will be able to:

- PS1: Identify requirement and availability of human resources
- PS2: Identify training needs and organize training courses and Management Development Programmes
- PS3: Address employee grievances, work-life-balance, safety, discipline, welfare and build human relationships
- PS4: Analysis and evaluation of human resource information data for organizational performance

### 17.4 Capability / Transferable Skills

After undergoing the programme, a student will be able to

- TS1: Develop and present technical reports
- TS2: Demonstrate a reflective approach to personal development and embrace the philosophy of continuous improvement
- TS3: Present relevant information in a concise form
- TS4: Work effectively in teams under constraints

**18. Programme Structure**

The following are the courses a student is required to successfully complete for the award of the degree. The programme is delivered as per the Time-Table for every batch.

**Semester 1**

S. No.	Code	Course Title	Theory (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HAS501A	Principles of Management	2	0	2	100
2	19HAS502A	Organisation Behaviour in Healthcare	2	0	2	100
3	19HAS503A	Accounting in Healthcare	2	0	2	100
4	19HAS504A	Marketing Management in Healthcare	2	0	2	100
5	19HAS505A	Epidemiology and Public Health Administration	3	0	3	100
6	19HAS506A	Management of Clinical Services	4	0	4	100
7	19HAS507A	Hospital/practical training- 1	0	18	9	100
Total			<b>15</b>	<b>18</b>	<b>24</b>	<b>700</b>
<b>Total number of contact hours per week</b>			<b>33 hours</b>			

**Semester 2**

S. No.	Code	Course Title	Theory (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HAS511A	Hospital Planning and organisations	4	0	4	100
2	19HAS512A	Management of Non- clinical Services	4	0	4	100
3	19HAS513A	Human Resource Management in Healthcare	2	0	2	100
4	19HAS514A	Soft Skills	2	0	2	100
5	19HAS515A	Quality Management in Healthcare	3	0	3	100
7	19HAS516A	Biostatistics and Operations Research	2	0	2	100
6	19HAS517A	Hospital/Practical training- 2	0	18	9	100
Total			<b>15</b>	<b>18</b>	<b>24</b>	<b>600</b>
<b>Total number of contact hours per week</b>			<b>33 hours</b>			

## Semester 3

S. No.	Code	Course Title	Theory (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HAS521A	Materials and Inventory Management in Healthcare	2	0	2	100
2	19HAS522A	Financial Management in Healthcare	2	0	2	100
3	19HAS523A	Healthcare Analytics	2	0	2	100
4	19HAS524A	Strategic Management in Healthcare	2	0	2	100
5	19HAS525A	Health Economics and Health Insurance	2	0	2	100
6	19HAS526A	Legal Aspects and Ethics in Healthcare	3	0	3	100
7	19HAS527A	Research methodology	2	0	2	100
8	19HAS528A	Hospital/Practical Training- 3	0	18	9	100
Total			<b>15</b>	<b>18</b>	<b>24</b>	<b>800</b>
<b>Total number of contact hours per week</b>			<b>33 hours</b>			

## Semester 4

S.No.	Code	Course Title	Theory (h/W/S)	Practical (h/W/S)	Total Credits	Max. Marks
1	19HAS531A	Group Project		8	4	100
2	19HAS532A	Hospital Internship		8	4	100
3	19HAS600A	Dissertation		16	8	100
4	19HAS533A/ 19HAS534A	Conference/ Journal Publication		4	2	100
Total				<b>36</b>	<b>18</b>	<b>400</b>
<b>Total number of contact hours per week</b>			<b>36 hours</b>			
<b>Total Credits</b>			<b>90 Credits</b>			

Note: The Vacations and other activities shall be as per the Time-Table for the corresponding batch.

## 19. Programme Delivery Structure

A Programme is delivered from Monday to Saturday of the week as per the Time-Table for every batch.

## 20. Teaching and Learning Methods

The course delivery comprises of combination of few or all of the following:

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Demonstrations
4. Guest Lectures
5. Laboratory/Field work
6. Industry Visit
7. Seminars/Conferences
8. Group Exercises
9. Project Exhibitions

## 21. Group Work

19HAS531A Group Project

Students will carry out a group project and each group shall have up to five students. The purpose of group project is to develop business plan for societal and environmental benefits of new product/services. The students are required to analyse and validate the benefits of proposed business plan through appropriate research methodology. In addition, students are expected to prepare a report for assessment and intellectual property rights of complete work lies with the University. The students are required to sign an agreement before the commencement of the project. The project should be approved by a committee of examiners before starting the project. Students can choose from the projects database available with the concerned department. The details and evaluation procedure is provided in Operation Manual / Student Handbook.

## 22. Dissertation

19HAS600A - A student chooses a topic for dissertation from the database of projects available with concerned department. The detail procedure of executing and assessing individual project is available in the i-portal.

19HAS5343A - A student can submit a paper and make a presentation in a conference which is approved by the department. The same paper shall be presented for assessment and the student is required to make a presentation to a team of examiners for assessment.

19HAS535A - A student can publish a paper in a management/scientific journal. The proof of submission and a copy of the paper shall be submitted to the department. It will be assessed based on a presentation to a team of examiners.

**23. Assessment and Grading**

A course assessment will have two components:

**Component - 1**

- a. Assignment/ Case study - 25 %
- b. Seminar - 25 %

**Component -2**

SEE- Examination-50%

For more details on the break-ups of weightage, please refer to the course Specifications.

A student is required to score a minimum of an overall of 40% (inclusive of component 1 and 2) for successful completion of a course and earning the credits.

Note: Final marks awarded in each of the courses will be confirmed only after SAB/PAB as explained in Academic Regulations of M.H.A. Programme.

**24. Attendance**

A student is required to have a minimum of 75% attendance to be eligible to write the examination. Less than 75% attendance is considered FAIL; such a student is required to follow the same procedure as that of a failed student.

**25. Award of Class**

As per the Academic Regulations for M.H.A. Programme.

**26. Student Support for Learning**

Students are given the following support:

1. Reference Books in the Library
2. Pre-reads and handouts
3. Cases/ Case Study and Caselets
4. Magazines and Journals
5. Internet Facility
6. Computing Facility
7. Laboratory Facility
8. Workshop Facility
9. Staff Support
10. Lounges for Discussions
11. Any other support that enhances their learning



**27. Quality Control Measures**

The following are the Quality Control Measures:

1. Review of Question Papers and assignment at the Department Level
2. Student Feedback
3. Opportunities for the students to see their assessed work
4. Review by External Examiners and External Examiners Reports
5. Staff Student Consultative Committee Meetings
6. Student Exit Feedback
7. Subject Assessment Board
8. Programme Assessment Board

## 28. Curriculum Map

Course Code	Intended Learning Outcomes											
	Knowledge and Understanding				Cognitive (Thinking) Skills (Critical, Analytical, Problem Solving, Innovation)				Practical skills			
	KU1	KU2	KU3	KU4	CS1	CS2	CS3	CS4	PS1	PS2	PS3	PS4
19HAS501A	X			X	X					X		
19HAS502A	X				X						X	
19HAS503A				X	X							X
19HAS504A	X		X			X				X		
19HAS505A	X	X	X	X	X	X	X		X	X		
19HAS506A	X	X	X	X	X		X	X		X	X	X
19HAS507A		X	X		X	X	X			X	X	X
19HAS511A		X				X						X
19HAS512A	X	X	X	X	X	X	X	X	X		X	X
19HAS513A			X	X	X	X	x	X	X	X	X	X
19HAS514A		X			X					X	X	
19HAS515A	X	X		X	X		X		X	X		X
19HAS516A	X	X		X	X	X		X			X	X
19HAS517A		X	X		X	X	X			X	X	X
19HAS521A		X		X	X		X		X	X		
19HAS522A	X	X	X	X	X	X	X		X	X		
19HAS523A		X		X	X			X	X		X	X
19HAS524A				X	X					X		
19HAS525A		X	X		X				X		X	X
19HAS526A		X			X	X	X			X		X
19HAS527A		X	X		X	X	X			X	X	X
19HAS531A	X	X	X	X	X	X	X	X	X	X	X	X
19HAS532A	X	X	X	X	X	X	X	X	X	X	X	X
19HAS600A	X	X	X	X	X	X	X	X	X	X	X	X
19HAS533A					X	X	X			X		X
19HAS534A					X	X	X			X		X

**29. Capability / Transferable Skills Map**

Course Code	Group work	Self-learning	Research Skills	Written Communicati	Verbal Communicati	Presentation Skills	Behavioral Skills	Information Management	Personal management / Leadership Skills
19HAS501A		X		X	X	X	X		X
19HAS501A		X		X	X	X	X		X
19HAS503A	X	X	X	X	X	X		X	X
19HAS504A	X	X		X	X	X	X		X
19HAS505A	X	X	X	X	X	X	X	X	X
19HAS506A	X	X	X	X	X	X	X	X	X
19HAS507A	X	X		X	X	X	X	X	X
19HAS511A	X	X		X	X	X	X	X	X
19HAS512A	X	X	X	X	X	X	X	X	X
19HAS513A	X	X	X	X	X	X	X	X	X
19HAS514A	X	X		X	X	X	X		X
19HAS515A	X	X	X	X	X	X	X	X	X
19HAS516A	X	X	X	X	X	X		X	X
19HAS517A	X	X		X	X	X	X	X	X
19HAS526A	X	X	X	X	X	X		X	X
19HAS523A	X	X	X	X	X	X		X	X
19HAS521A	X		X	X	X	X		X	
19HAS522A	X			X	X	X	X		X
19HAS523A	X	X		X	X	X		X	X
19HAS524A	X	X		X	X	X		X	X
19HAS525A	X	X	X	X	X	X		X	X
19HAS526A	X	X	X	X	X	X	X		
19HAS527A	X	X		X	X	X	X	X	X
19HAS531A	X	X	X	X	X	X	X	X	X
19HAS532A	X	X	X	X	X	X	X	X	X
19HAS600A		X	X	X	X	X			
19HAS533A		X	X	X	X	X			
19HAS534A		X	X	X	X	X	X		

**30. Co-curricular Activities**

Student are encouraged to take part in co-curricular activities like seminars, conferences, symposium, paper writing, attending industry exhibitions, project competitions and related activities for them to enhance their knowledge and network

**31. Cultural and Literary Activities**

To remind and ignite the creative endeavors annual cultural festivals are held and the students are made to plan and Organise the activities.

**32. Sports and Athletics**

Students are encouraged to develop a habit of taking part in outdoor and indoor games on a daily basis.