

**Department of
Health Care and Hospital Management**

Prasanna School of Public Health

Manipal Academy of Higher Education, Manipal

Learning Outcomes-based Curriculum Framework (LOCF)

Two-year Full-time Postgraduate Programme

Master of Hospital Administration (MHA) 2025

1. NATURE AND EXTENT OF THE PROGRAMME

The healthcare industry is one of the fastest-growing sectors globally. The COVID-19 pandemic highlighted the critical role of healthcare systems in sustaining human activities, prompting governments to prioritise their development and modernisation. Achieving Universal Health Coverage (UHC) is also a top priority for the World Health Organization (WHO), aiming to ensure that healthcare services are affordable, accessible, and of high quality for everyone.

Innovation is key for the upcoming development of healthcare systems.

The Digital Transformation of healthcare enhanced the rise of evidence-based medicine and outcome-based healthcare models. Digital health technologies have allowed the deployment of telemedicine approaches and decision-support tools like AI to assist healthcare professionals and hospital managers. Moreover, this transformation is an ongoing journey, requiring a new generation of professionals equipped to navigate these disruptions and support continuous innovation.

Climate change is one of the most important challenges of the 21st century. Globally, healthcare systems contribute 5% of greenhouse gas emissions. The students of MHA get trained as future hospital managers around the environmental aspects impacting all dimensions of healthcare facility management.

The healthcare delivery system is bound to provide not only acute care support but is responsible for preventive, restorative, palliative, and health promotional activities. Students get ample opportunities to learn and be part of various comprehensive care activities delivered through the healthcare system.

Healthcare quality has become a dynamic blend of clinical excellence and patient-centered care, where the focus is on providing safe, effective, and compassionate services. The conventional top-down structure of healthcare has transformed into a collaborative model, where healthcare providers and patients work together in an open, transparent environment. This shift enables shared decision-making, improves communication, and enhances the overall patient experience, all of which are key elements of healthcare quality management. In this regard, healthcare management both in India and overseas must comprehend these changes in order to create new healthcare facilities and procedures that will address present and future issues. Students learn to use innovative approaches, control technology and innovation dynamics, and collaborate on projects with sizable partner ecosystems.

The **Master of Hospital Administration (MHA)** is a two-year, full-time postgraduate programme designed to develop expertise in hospital and healthcare management. It is organized into four semesters, each lasting 16 weeks, incorporating a blend of classroom learning, case-based learning, project-based activities, and hands-on experience through internships and hospital postings to equip students with both theoretical knowledge and practical expertise.

The programme emphasizes leadership, healthcare management, and strategic decision-making, preparing graduates for managerial roles in hospitals, healthcare organizations, and consulting firms. The MHA programme includes courses around management, marketing, supply chain, quality, human resources, accounting & finances, digital transformation, planning and green resilient healthcare, organisational behaviours, health economics, insurances, public health, etc. MHA program provides education and training not only towards efficiency gains, optimization, and innovative healthcare business processes but also imparts innovative approaches, contributing to newer business development in both the service and production industries.

The MHA programme is offered by the department of Healthcare and Hospital Management of the Prasanna School of Public Health (PSPH), Manipal Academy of Higher Education (MAHE), Manipal. The program benefits from its proximity to Kasturba Hospital, a quaternary care teaching hospital on the Manipal campus, ensuring students are fully immersed in a real healthcare environment. During the first 3 semesters, students participate in weekly observational sessions to familiarize themselves with hospital operations. In the fourth semester, they have the opportunity to undertake internships for hands-on experience.

The PSPH institution enables active engagement of students in research. The Department is involved in academic research and different national/international research and innovation projects. The MHA Programme strives to build research capacity among students and encourages them to carry out original research on relevant topics in the field of hospital and healthcare administration and public health as part of their curriculum. The programme also motivates them to present their research findings in local and national conferences and seminars. The faculty mentors students in manuscript preparation, identification of Scopus/Web of Science journals, and supports them in publishing the manuscripts. The department also offers full time National and International Doctoral Research (PhD) opportunities for interested students.

The department organises guest lectures and webinars, workshops and conferences on a regular basis to upskill students in line with industry requirements. The department promotes entrepreneurship and innovation and facilitates start-up projects via its Innovation Cell.

MAHE is an ideal destination for students seeking knowledge in the healthcare domain due to its vast and complete infrastructure, a large local ecosystem with hospital-research-industry-startups, to fulfil the needs of an aspiring hospital administrator.

- The following facilities at MAHE give an edge to MHA students at Manipal
- Total immersion and practical exposure in the form of hands-on experiences in managing healthcare delivery through about 2,200 bedded multispecialty teaching hospital and an average Out Patient footfall of 3000 patients/day
- Presence of the health industry, start-ups and an incubator
- A fully equipped multi-disciplinary international university with library facilities (with remote online access), labs, and 28,000+ national and international students.
- The campus hosts a multitude of events and activities throughout the year. It also has several options for extracurricular activities.
- Students have a variety of options for accommodation in hostels.
- The campus has mess and food court facilities.

i. **PROGRAMME EDUCATION OBJECTIVES (PEO)**

The overall objectives of the Learning Outcomes-based Curriculum Framework (LOCF) for MHA programme are as follows.

PEO #	Education Objective
PEO 1	Student will be able to develop deeper understanding of multidisciplinary and multidimensional nature of hospital management and provide basic insight into functional discipline.
PEO 2	Students will be able to develop & provide scientific management approach and adequate managerial tools to improve managerial skills and design innovative approaches to upcoming challenges.
PEO 3	Students will be able to develop strategic thinking and critical awareness of their management style and constantly weigh its appropriateness to deal with various professional groups skilled and unskilled staff, patient and their families and members of the community.
PEO 4	Students are developed into quality-oriented managers deeply committed and sensitive to the need of patients as well as community at the same time highly cost conscious with commitment to keep service cost within the reach of the users

ii. **GRADUATE ATTRIBUTES**

Sl #	Attribute	Description
1	Disciplinary Knowledge	Knowledge in the field of administration and management of Hospitals and health administration. Knowledge in the field of financial planning and ethics related to healthcare. Acquire knowledge in the field of biostatistics and healthcare research. Constantly update oneself in the field of healthcare domain, sustainability and challenges faced.
2	Understanding different subsets of Healthcare administration	Developing Standard operating procedures (SoP's) and Policy making for hospitals and healthcare setting. Adoption of Information technology (IT) and innovation in the healthcare field. Knowledge about the use of healthcare analytics, Big data analysis, Interdisciplinary approach for public health problems and Epidemiological and legal aspects.
3	Measurable Skills and Health system -ready Professionals	Situational analysis, Applications in hospital & healthcare, Analysis of public health programs, ethics in Healthcare , Innovative research ideas to achieve SDGs
4	Effective and Influencing communication	Verbal and non-verbal skills, Computing skills and analysis, Digital communication platform awareness, soft skills
5	Leadership readiness/ Qualities	Managing units/departments in hospitals and healthcare organizations to understand the work environment and challenges faced. Mobilizing healthcare personnel to tackle public health challenges during disasters & epidemic, Leading healthcare organisation, key initiatives in hospitals & public health, getting political attention
6	Critical/ Reflective thinking	Reasoning, logic, imagination and innovation, creativity based solutions in all areas of hospital & healthcare administration
7	Technologically Efficient Professional	Developing e-solution for hospitals/healthcare challenges to reach the unreached, Technical skills in digital innovations and applications for managers & administrators /CEO's in healthcare industry.
8	Ethical Awareness	Organizational Ethics, Public health ethics and ethics in epidemiological research, evaluation and implementation
9	Lifelong Learning	Continuous awareness of transition in hospital field, constant updating of digital techniques to apply for health solutions
10	Research-related Skills	Generation of evidence through ethical healthcare research, Translation of evidence from research into policy,
11	Cooperation/ Team work	Identification of strategic team members, Team building capacity, team management skills, Interdisciplinary & inter-professional team based approach.

iii. **QUALIFICATION DESCRIPTORS**

The qualification descriptors for the master's degree will

- Demonstrate
 - How to critically conduct the situational analysis and develop action plan for identified healthcare issues
 - How to develop teams among the workforce for taking up responsibilities in the hospital and healthcare setting in a geographical area
 - Understanding and identifying the healthcare needs of the community that the hospital serves and prioritize healthcare challenges for policy making
- Demonstrate comprehension of roles of supply and demand in policy making in health care
- Demonstrate an understanding to facilitate inter-sectoral coordination and public-private partnership
- Critically analyse resource allocation for competing healthcare interests
- Formulate context based appropriate policies and design programs to address healthcare facilities related challenges and effectively prioritize health issues among population its serves
- Describe various managerial information systems and their application and program management plans in health
- Understand and apply core management principles for human resources in health and program budgeting and economic evaluation
- Formulate and test research hypotheses in real world scenario.
- Comprehend and demonstrate and Quality assurance and improvement techniques in healthcare

iv. **PROGRAMME OUTCOMES**

On successful completion of Master of Hospital Administration, students will be able to:

PO #	Attribute	Competency
PO 1	Domain knowledge	Apply the fundamental knowledge of Leadership & Management in their work environment
PO 2	Problem analysis	Identify, formulate, and analyse complex hospital & healthcare related problems reaching substantiated conclusions using principles of management & hospital planning.
PO 3	Design/develop solutions	Design solutions for complex hospital operational problems through strategies and innovative designs.
PO 4	Conduct investigations of complex problems	Use existing research techniques and contemporary business knowledge including design of experiments, analysis and interpretation of various business models, synthesis of information to arrive at valid conclusions.
PO 5	Modern tool usage	Create, select, and apply appropriate healthcare analytical techniques, resources, and IT tools.
PO 6	Business and society	Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to the professional management practice.
PO 7	Environment and sustainability	Understand the impact of the healthcare business solutions in societal and environmental contexts, and demonstrate the knowledge of, and need for sustainable development.
PO 8	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of healthcare industry practice.
PO 9	Individual / Team work	Function effectively as an individual, and as a member or leader in diverse inter-professional teams, in multidisciplinary settings.
PO 10	Communication	Communicate effectively on healthcare business activities and solutions with the community and with society at large, such as, being able to comprehend and write articles & reports for effective dissemination amongst the work environment and the community. Make effective presentations, and give and receive clear instructions
PO 11	Project management and finance	Demonstrate knowledge and understanding of financial management principles to healthcare and hospital settings and apply these to evaluate new and existing projects for rational decision making.
PO 12	Life-long learning	Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of technological change & sustainable solutions to healthcare facilities

V. PROGRAMME OUTCOMES (POs) AND COURSE OUTCOMES (COs) MAPPING

Sl #	Course Code	Course Name	Credits	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
1	MH A 5102	Applied Management & Organizational Behaviour	3	CO 1 CO 2 CO 4	CO 2	CO 1 CO 3 CO 4	CO 2	CO 2 CO 4	CO 1 CO 4	CO 2 CO 3	CO 3 CO 4	CO 1 CO 3	CO 2 CO 3	CO 1 CO 4	CO 3 CO 4
2	MH A 5104	Human Resource Management in Healthcare	3	CO 1 CO 2 CO 3 CO 4	CO 2 CO 3 CO 4	CO 1 CO 2 CO 3	CO 5	CO 1 CO 3	CO 2		CO 1 CO 2 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1		CO 3 CO 4
3	MH A 5105	Research Methodology	3	CO 3	CO 1 CO 4	CO 2 CO 4	CO 4	CO 2 CO 3	CO 4	CO 2	CO 2	CO 3 CO 4	CO 2 CO 4	CO 1	CO 4
4	MH A 5108	Healthcare Systems, Public Health and Epidemiology	3	CO 1 CO 3 CO 4	CO 1 CO 3	CO 2 CO 3 CO 4	CO 1 CO 2	CO 1 CO 2 CO 3	CO 1 CO 4	CO 2 CO 4	CO 1 CO 3 CO 4	CO 1 CO 4	CO 2 CO 3	CO 1	CO 2 CO 4
5	MH A 5109	Biostatistics for Healthcare Administrators	3	CO 1 CO 2 CO 3 CO 4 CO 5	CO 1	CO 1 CO 2 CO 3 CO 4 CO 5	CO 4 CO 5	CO 4 CO 5	CO 4 CO 5	CO 4 CO 5	CO 5	CO 1 CO 2 CO 3 CO 4 CO 5	CO 1 CO 2 CO 3 CO 4 CO 5		



6	MH A 5202	Health Economics	3	CO 1 CO 2 CO 3 CO 4	CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 3 CO 4	CO 1	CO 4	CO 2	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 4	CO 2
7	MH A 5204	Accounts and Financial Management	4	CO 1 CO 2 CO 3 CO 4 CO 5	CO 2 CO 3 CO 4 CO 5	CO 1 CO 2 CO 3	CO 5	CO 3 CO 4 CO 5	CO 2 CO 3 CO 4 CO 5		CO 4	CO 2 CO 3 CO 4		
8	MH A 5205	Healthcare Marketing	3	CO 1 CO 4	CO 1 CO 2 CO 4	CO 1 CO 2 CO 3 CO 4	CO 2	CO 1 CO 3 CO 4	CO 3	CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1	CO 1 CO 4
9	MH A 5208	Sustainable Hospital Planning & Operations Management	3	CO 1 CO 3	CO 1 CO 3	CO 2 CO 4	CO 3	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 4		CO 3 CO 4	CO 3	CO 1 CO 2 CO 4	CO 1 CO 4
10	MH A 5209	Healthcare Supply Chain Management	3	CO 1 CO 3 CO 4	CO 2	CO 2 CO 4	CO 1	CO 1 CO 3	CO 1 CO 3	CO 2	CO 1 CO 2 CO 3 CO 4	CO 3 CO 4	CO 2 CO 3	CO 1 CO 2
11	MH A 6105	Medico-Legal Issues in Healthcare	2	CO 1 CO 2 CO 3 CO 4 CO 5	CO 1 CO 3	CO 3 CO 5	CO 2 CO 3 CO 5		CO 1 CO 3 CO 4	CO 4	CO 1 CO 2 CO 3 CO 4 CO 5	CO 3	CO 2 CO 3 CO 4 CO 5	CO 1 CO 3 CO 4 CO 5



12	MH A 610 8	Healthcare Quality Management & Accreditation	4	CO 1 CO 2 CO 3 CO 4	CO 2 CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3	CO 4	CO 1 CO 3	CO 2	CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1	CO 4	CO 1 CO 2 CO 3 CO 4
13	MH A 610 9	Healthcare Services Administration	4	CO 1 CO 3 CO 4	CO 2 CO 3 CO 4	CO 1 CO 2 CO 3		CO 1 CO 3	CO 2		CO 1 CO 2 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1		CO 3 CO 4
14	MH A 611 0	AI and Digital Health	2	CO 1 CO 3	CO 1 CO 2	CO 2 CO 4	CO 2 CO 4	CO 2 CO 4	CO 1 CO 3 CO 4	CO 1 CO 2 CO 4	CO 3	CO 1 CO 3	CO 1 CO 3	CO 2 CO 4	CO 3 CO 4
15	MH A 611 1	Healthcare Analytics	2	CO 1 CO 3	CO 1 CO 2	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5	CO 1 CO 3 CO 4 CO 5	CO 1 CO 2 CO 4 CO 5	CO 3	CO 1 CO 3	CO 1 CO 3	CO 2 CO 4 CO 5	CO 3 CO 4 CO 5
16	MH A 611 2	Health Insurance	2	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1	CO 2	CO 4	CO 2 CO 4	CO 2	CO 1 CO 2	CO 2	CO 2	CO 2 CO 4
17	MH A 510 6 MH A 520 6 MH A 610 6	Hospital Postings	6	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1	CO 2	CO 4	CO 2 CO 4	CO 2	CO 1 CO 2	CO 2	CO 2	CO 2 CO 4
18	MH A 610 7	Focus Seminar	1	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4	CO 1 CO 2 CO 3 CO 4



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19	MH A 6201	Internship	6	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 2 CO 4	CO 2 CO 4	CO 2 CO 4	CO 1 CO 2 CO 4	CO 1 CO 2 CO 4	CO 2 CO 4	CO 2 CO 4	CO 2 CO 4
20	MH A 6299	Project Work	1 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 4	CO 1 CO 3 CO 5	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5	CO 1 CO 2 CO 5	CO 1 CO 2 CO 5	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5	CO 2 CO 4 CO 5



Name of the Program:	Master of Hospital Administration
Course Title:	Applied Management and Organisational Behaviour
Course Code:	MHA 5102
Academic Year: 2025-26	First Year, Semester 1
No of Credits: 3 L – T – P – C: 2 – 1 – 0 – 3	Prerequisites: Basic Knowledge of Management
Synopsis:	The course addresses managerial problem-solving in healthcare by developing interpersonal and analytical skills. It focuses on managing people, planning, leadership, decision-making, organizational structure, and behavior, offering insights into employee behavior in healthcare settings.

Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Compare management theories with current practices. (C4)
CO 2:	Choose the appropriate managerial tool for the given situation. (C3)
CO 3:	Construct a business proposal for the healthcare organization. (C5)
CO 4:	Develop strategies to integrate organisational and employee goals & motivation plan for employees. (C5)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X		X			X			X		X	
CO 2	X	X		X	X		X			X		
CO 3			X				X		X			X
CO 4	X		X		X	X		X			X	X



Name of the Program:	Master of Hospital Administration
Course Title:	Human Resource Management in Healthcare
Course Code:	MHA 5104
Academic Year: 2025-26	First Year, Semester 1
No of Credits: 3 L – T – P – C: 2 – 1 – 0 – 3	Prerequisites: Basic knowledge of healthcare

Synopsis:	This course equips MHA students with essential skills to manage human resources effectively in healthcare organisations. It covers key HR principles such as workforce planning, recruitment, performance appraisal, employee motivation, leadership, and teamwork within the unique healthcare context. By blending theory with practical applications, students will learn to navigate HR challenges and improve workforce efficiency in healthcare settings.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Explain fundamental human resource management principles and their relevance in healthcare organizations. (C2)
CO 2:	Apply workforce planning techniques, including job analysis, recruitment, and selection, in healthcare settings. (C3)
CO 3:	Analyze the organizational context influencing human resource management activities in healthcare settings. (C4)
CO 4:	Evaluate performance appraisal methods and training strategies to enhance employee development in healthcare institutions. (C5)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X		X		X			X	X	X		
CO 2	X	X	X			X		X				
CO 3	X	X	X		X			X	X			X
CO 4	X	X						X	X			X



Name of the Program:	Master of Hospital Administration
Course Title:	Research Methodology
Course Code:	MHA 5105
Academic Year: 2025-26	First Year, Semester 1
No of Credits: 3 L – T – P – C: 2 – 1 – 0 – 3	Prerequisites: Basic understanding of research

Synopsis:	This course provides the basics of conducting research in healthcare. The topics covered include survey instruments, data collection methods, and management. Orient students on validating standard data, assessing data quality, and applying statistical packages for data entry and analysis.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	IDENTIFY the significant sources of healthcare data, and their methodology (C2)
CO 2:	KNOW different types of data collection, sampling methodology, tools for data collection, healthcare research and research ethics (C3)
CO 3:	DEVELOP research protocols, tools to collect healthcare data, and types of literature review methods to answer research questions (C4)
CO 4:	EVALUATE research findings (C5)

Mapping of COs to POs

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1		X									X	
CO 2			X		X		X	X		X		
CO 3	X				X				X			
CO 4		X	X	X		X			X	X		X

Name of the Program:				Master of Hospital Administration								
Course Title:				Healthcare Systems, Public Health and Epidemiology								
Course Code:				MHA 5108								
Academic Year: 2025-26				First Year, Semester 1								
No of Credits: 3 L-T-P-C: 2-1-0-3				Prerequisites: Basic knowledge of healthcare								
Synopsis:				To understand the existing health care delivery system in India, primary health care and National Health Policy. It also aims to enhance capabilities of students in policy analysis and to familiarize them with process of policy formulation and its linkages with program planning								
Course Outcomes (Cos):				On successful completion of this course, students will be able to								
CO 1:				DESCRIBE the basic concepts of health and health care system in developing countries with special focus on India. (C2)								
CO 2:				INTERPRET the governmental health polices, differentiate the various healthcare systems (C3)								
CO 3:				COMPUTE and REPORT the vital statistics. (C4)								
CO 4				APPRAISE & carry out epidemiological and Demographic studies (C4)								
Mapping of COs to POs												
<i>COs</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X		X	X	X		X	X		X	
CO 2			X	X	X		X			X		X
CO 3	X	X	X		X			X		X		
CO 4	X		X			X	X	X	X			X



Name of the Program:	Master of Hospital Administration
Course Title:	Biostatistics for Healthcare Administrators
Course Code:	MHA 5109
Academic Year: 2025-26	First Year, Semester 1
No of Credits: 3 L – T – P – C: 2 – 0 – 2 – 3	Prerequisite: Basic knowledge of mathematics and data management
Synopsis:	This course is designed to equip students with essential biostatistical and analytical skills to support data-driven decision-making in hospital management, public policy, and global healthcare programs. The course focuses on real-world applications of biostatistics in financial forecasting, resource allocation, epidemiological studies, and predictive modeling, enabling leaders to make strategic, evidence-based decisions.
Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Explain the role of biostatistics in healthcare administration and public policy research and apply data visualization techniques for effective decision-making. (C2, C3)
CO 2:	Analyze probability distributions and apply statistical inference methods to assess healthcare risks, diagnostic tests, and policy decisions. (C3, C4)
CO 3:	Compute sample sizes and select appropriate sampling strategies for evaluating healthcare programs, hospital interventions, and policy impact. (C3, C4)
CO 4:	Apply parametric and non-parametric statistical tests to interpret healthcare data for decision-making in hospital resource allocation and financial planning. (C3, C4)
CO 5:	Apply predictive modeling and machine learning techniques for optimizing hospital management, revenue forecasting, and policy development. (C3)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X	X						X	X		
CO 2	X		X						X	X		
CO 3	X		X						X	X		
CO 4	X		X	X	X	X	X		X	X		
CO 5	X		X	X	X	X	X	X	X	X		



Name of the Program:				Master of Hospital Administration								
Course Title:				Health Economics								
Course Code:				MHA 5202								
Academic Year: 2025-26				First year, Semester 2								
No of Credits: 3 L-T-P-C: 2-1-0-3				Prerequisites: Basic mathematics								
Synopsis:		The course would provide fundamental knowledge of various concepts in health economics. The course will prepare students with requisite knowledge to identify the characteristics of economic evaluations in healthcare.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		EXPLAIN the peculiarities of heath care market – the demand and supply and pricing of healthcare. (C3)										
CO 2:		ANALYSE the cost behaviour and undertake profit analysis (C2)										
CO 3:		EXPLAIN the different methods of economic evaluations in Healthcare- Cost Minimisation Analysis, Cost Utility Analysis, Cost Effectiveness Analysis and Cost Benefit Analysis (C2)										
CO 4:		DESCRIBE the market structure for Physicians, Hospitals and Health insurance. (C2)										
Mapping of COs to POs												
<i>COs</i>	<i>PO1</i>	<i>PO2</i>	<i>PO3</i>	<i>PO4</i>	<i>PO5</i>	<i>PO6</i>	<i>PO7</i>	<i>PO 8</i>	<i>PO9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X		X		X			X		X	X	
CO 2	X		X				X					X
CO 3	X	X	X	X				X		X		
CO 4	X	X	X	X		X		X		X	X	



Name of the Program:	Master of Hospital Administration (MHA)
Course Title:	Accounts and Financial Management
Course Code:	MHA 5210
Academic Year: 2025-26	First Year, Semester 2
No of Credits: 4 L – T – P – C: 2 – 2 – 0 – 4	Prerequisite: Basic knowledge of finance and mathematics

Synopsis:	This course is designed to equip students with financial acumen essential for effective decision-making. It covers financial accounting, costing, budgeting, investment strategies, revenue cycle management, and financial risk assessment, all tailored to the Indian healthcare ecosystem. The course integrates strategic financial planning, compliance with Indian financial regulations, healthcare financing models, and financial sustainability strategies.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Explain financial accounting principles and financial statements relevant to healthcare management. (C2)
CO 2:	Apply costing and budgeting techniques to optimize hospital financial planning and resource allocation. (C3)
CO 3:	Analyze healthcare financing options, investment strategies, and risk assessment for hospital expansion. (C4)
CO 4:	Evaluate revenue cycle management, financial compliance, and governance in Indian healthcare organizations. (C5)
CO 5:	Develop strategic financial decision-making frameworks for hospital mergers, acquisitions, and sustainability. (C5)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X											
CO 2	X	X	X			X			X	X		
CO 3	X	X	X		X	X			X	X		
CO 4	X	X	X		X	X			X	X		
CO 5	X	X	X	X	X	X		X				



Name of the Program:	Master of Hospital Administration
Course Title:	Healthcare Marketing
Course Code:	MHA 5205
Academic Year: 2025-26	First Year, Semester 2
No of Credits: 3 L – T – P – C: 2 – 1 – 0 – 3	Prerequisites: Basic knowledge of healthcare services management

Synopsis:	The Healthcare Marketing course intends to provide the basic principles and strategies used to promote healthcare services, products, and organisations while addressing the industry's unique challenges. It covers key topics such as consumer behavior, branding, digital marketing, patient engagement, and regulatory considerations in healthcare promotion.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	EXPLAIN the key healthcare marketing concepts, including consumer behaviour and service differentiation in healthcare promotion. (C2)
CO 2:	APPLY targeted marketing strategies for healthcare organisations using segmentation, branding, and digital outreach techniques. (C3)
CO 3:	ASSESS the effectiveness of various healthcare marketing campaigns using consumer engagement metrics. (C4)
CO 4:	FORMULATE marketing plans for healthcare institutions by integrating strategic decision-making, ethical considerations, and competitive positioning (C6)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X	X		X			X		X	X	X
CO 2		X	X	X				X				
CO 3			X		X	X		X		X		
CO 4	X	X	X		X		X	X		X		X



Name of the Program:	Master of Hospital Administration (MHA)
Course Title:	Sustainable Hospital Planning & Operations Management
Course Code:	MHA 5208
Academic Year: 2025-26	First Year, Semester 2
No of Credits: 3 L – T – P – C: 2 – 1 – 0 – 3	Prerequisites: Basic understanding of healthcare,

Synopsis:	The Hospital Planning & Operations Management course provides a comprehensive understanding of hospital infrastructure, facility planning, and operational strategies to enhance healthcare delivery. It covers key aspects such as hospital design, green building concepts and futuristic models to ensure efficient and patient-centred hospital operations.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	EXPLAIN the principles of sustainable hospital design, energy efficiency, and resilience planning in healthcare infrastructure (C2)
CO 2:	APPLY green building strategies and waste management techniques, to enhance hospital sustainability and resilience (C3)
CO 3:	ANALYSE hospital operations by process efficiencies and capacity utilisation for improved healthcare outcomes (C4)
CO 4:	DESIGN comprehensive hospital planning and management strategies by integrating evidence-based decision-making, cost-effectiveness, and patient safety considerations (C6)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X			X	X	X				X	X
CO 2			X		X		X				X	
CO 3	X	X		X	X				X	X		
CO 4			X		X		X		X		X	X



Name of the Program:				Master of Hospital Administration								
Course Title:				Healthcare Supply Chain Management								
Course Code:				MHA 5209								
Academic Year: 2025-2026				First Year, Semester 2								
No of Credits: 3 L-T-P-C: 2-1-0-3				Prerequisites: Basics of Hospital Operations								
Synopsis:				The health care supply chain is crucial in hospitals for ensuring availability, cost control and quality control of hospital supplies. This Course concentrates on theoretical and practical aspects of hospital stores and supply chain management and develops managers' capacity on productivity, efficiency and effectively in management of stores. This course will introduce students to concepts of Supply chain and Material Management.								
Course Outcomes (COs):				On successful completion of this course, students will be able to								
CO 1:				DEMONSTRATE scientific principles behind material management (C3)								
CO 2:				PLAN various activities of materials planning and management (C5)								
CO 3:				ANALYSE various aspects of equipment maintenance (C4)								
CO 4:				ILLUSTRATE contract/tendering and various other methods of cost containment (C3)								
Mapping of COs to POs												
<i>COs</i>	<i>PO1</i>	<i>PO 2</i>	<i>PO3</i>	<i>PO4</i>	<i>PO5</i>	<i>PO 6</i>	<i>PO7</i>	<i>PO8</i>	<i>PO9</i>	<i>PO10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X			X	X	X		X			X	
CO 2		X	X				X	X		X		X
CO 3	X				X	X		X	X	X		
CO 4	X		X					X	X			



Name of the Program:				Master of Hospital Administration								
Course Title:				Medico-Legal Issues in Healthcare								
Course Code:				MHA 6113								
Academic Year: 2025-2026				Second Year, Semester 3								
No of Credits: 2 L-T-P-C: 1-1-0-2				Prerequisites: Basic knowledge of General management and Human resources								
Synopsis:		Legal issues & Industrial relations deals with the several factors and issues that can go to make up Indian healthcare system. The focus of this course work will be on the knowledge developmental aspect that deals with the long-term solution to any problem. It deals with the various inputs that can go into it to control the situation. It focuses on the perspective and adherence that is needed to understand the various legislations & industrial relation issues related to healthcare.										
Course Outcomes (COs):				On successful completion of this course, students will be able to								
CO 1:				EXPLAIN all laws related to healthcare statutory requirements & industrial relations (C3)								
CO 2:				APPLY relevant laws related to healthcare as and when required (C3)								
CO 3:				INTERPRET the various machinery (related to Industrial relation) to handle healthcare organizations. (C3)								
CO 4:				DEMONSTRATE teamwork & be able to apply social security laws optimally (C3)								
CO 5:				MANAGE Medical Jurisprudence/Consent/ Medical negligence etc (C5)								
Mapping of COs to POs												
<i>COs</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X				X		X				X
CO 2	X			X				X		X		
CO 3	X	X	X	X		X		X	X	X		X
CO 4	X					X	X	X		X		X
CO 5	X		X	X				X		X		X



Name of the Program:	Master of Hospital Administration
Course Title:	Healthcare Quality Management & Accreditation
Course Code:	MHA 6108
Academic Year: 2025-2026	Second Year, Semester 3
No of Credits: 4 L – T – P – C: 2 – 2 – 0 – 4	Prerequisites: Basic knowledge of healthcare
Synopsis:	This course will introduce students to the concepts of quality management in healthcare and the accreditation process, as well as their applications and importance in a healthcare environment.

Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Explain fundamental principles of healthcare quality and their relevance in healthcare organisations. (C2)
CO 2:	Apply basic quality tools and accreditation standards in healthcare settings. (C3)
CO 3:	Appraise the concepts of quality to practical problems in healthcare organizations (C4)
CO 4:	Evaluate performance metrics and recommend improvement strategies in healthcare institutions (C5)

Mapping of COs to POs

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X		X		X			X	X	X		X
CO 2	X	X	X			X		X				X
CO 3	X	X	X		X			X	X			X
CO 4	X	X		X			X	X	X		X	X



Name of the Program:	Master of Hospital Administration
Course Title:	Healthcare Services Administration
Course Code:	MHA 6109
Academic Year: 2025-2026	Second Year, Semester 3
No of Credits: 4 L – T – P – C: 2 – 2– 0 – 4	Prerequisites: Legal requirements, Basics in Hospital Organisation

Synopsis:	The objective of this course is to help the students understand the planning, Organization and management of Clinical Services and nonclinical services in the hospital. The students will learn the skills of identifying the critical problems in clinical services and suggest management solutions to improve them
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	APPRAISE the planning, organization and management of clinical services in the hospital (C4)
CO 2:	EXAMINE the critical problems in clinical services and suggest management solutions to improve them. (C4)
CO 3:	ILLUSTRATE various Clinical Services like OPD, IPD, ward Management, OT, Emergency, disaster Management and ICU management (C3)
CO 4:	CRITICALLY ANALYSE the delivery of clinical services against standards (C4)

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X		X		X			X	X	X		
CO2		X	X			X		X				
CO3	X	X	X		X			X	X			X
C04	X	X						X	X			X

Name of the Program:	Master of Hospital Administration
Course Title:	AI and Digital Health in Healthcare
Course Code:	MHA 6110
Academic Year:2025-26	Second Year, Semester 3
No of Credits: 2 L – T – P – C: 1 – 1– 0– 2	Prerequisite: Basic knowledge on computer application
Synopsis:	This course explores the intersection of artificial intelligence (AI) and digital health, providing students with knowledge of AI-driven healthcare innovations, ethical considerations, and implementation challenges. It emphasizes hands-on applications, case studies, and critical analysis of AI technologies in healthcare administration and decision-making.

Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	UNDERSTAND the fundamentals of AI, machine learning, and digital health technologies in healthcare. (C2)
CO 2:	EVALUATE AI-driven solutions for hospital management, patient care, and healthcare decision-making. (C3)
CO 3:	ANALYZE ethical, legal, and regulatory challenges associated with AI in healthcare. (C4)
CO 4:	DEVELOP strategic plans for implementing AI and digital health solutions in healthcare settings. (C5)

Mapping of COs to POs

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1:	X	X				X	X		X	X		
CO 2:		X	X	X	X		X				X	
CO 3:	X					X		X	X	X		X
CO 4:			X	X	X	X	X				X	X



Name of the Program:	Master of Hospital Administration
Course Title:	Healthcare Analytics
Course Code:	MHA 6111
Academic Year: 2025-26	Second Year, Semester 3
No of Credits: 2 L – T – P – C: 1 – 0 – 2 – 2	Prerequisite: Understanding of basic biostatistics
Synopsis:	This course introduces students to the fundamentals of healthcare analytics, focusing on data-driven decision-making, predictive modeling, and performance optimization in healthcare settings. It covers analytical tools, machine learning applications, and ethical considerations for leveraging healthcare data effectively. The course integrates hands-on case studies and real-world applications to equip students with skills in descriptive, predictive, and prescriptive analytics.

Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Explain the fundamentals of healthcare analytics, data sources, and key methodologies. (C2)
CO 2:	Apply analytical techniques to process and interpret healthcare data. (C3)
CO 3:	Analyze predictive and prescriptive analytics models for improving healthcare outcomes. (C4)
CO 4:	Evaluate ethical, legal, and regulatory aspects of healthcare data analytics. (C5)
CO5:	Develop data-driven strategies for healthcare organizations using analytical tools. (C5)

Mapping of COs to POs

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X				X	X		X	X		
CO 2		X	X	X	X		X				X	
CO 3	X					X		X	X	X		X
CO 4			X	X	X	X	X				X	X
CO 5			X	X	X	X	X				X	X



Name of the Program:	Master of Hospital Administration
Course Title:	Health Insurance
Course Code:	MHA 6112
Academic Year: 2025-26	Second Year, Semester 3
No of Credits: 2 L – T – P – C: 2 – 0 – 0 – 2	Prerequisites: Basic knowledge of the health system

Synopsis:	This course provides an in-depth understanding of health insurance, its principles, types, and the regulatory framework governing it. Students will explore challenges in health insurance, policy benefits, claims processing, and healthcare financing systems, including international models. The course also covers social insurance schemes, underwriting, and medical networking, equipping students with the knowledge to navigate the healthcare insurance sector effectively.
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Course Outcomes (COs):	On successful completion of this course, students will be able to
CO 1:	Understand the fundamentals, evolution, and classification of health Insurance (C2).
CO 2:	Analyze the principles of health insurance, including policy benefits and exclusions (C3).
CO 3:	Examine claims processing, revenue cycle management, and insurance challenges (C3).
CO 4:	Evaluate healthcare financing systems, international insurance models, and regulatory frameworks (C3).

Mapping of COs to Pos

COs	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
CO 1	X	X	X				X				X	
CO 2		X	X	X				X	X			X
CO 3	X				X	X		X		X		
CO 4		X	X				X	X	X		X	X

Name of the Program:		Master of Hospital Administration											
Course Title:		Hospital Postings											
Course Code: MHA 5106; MHA 5206; MHA 6106		Course Instructor: MHA faculty members											
Academic Year: 2024 onwards		Semester 1, Semester 2, Semester 3											
No of Credits: 6 L – T – P – C: 0 – 0– 12 – 2		Prerequisites: Basics in hospital organisation and management											
Synopsis:	Hospital postings provide students with structured experiential learning through rotational exposure to various clinical, support, and administrative departments over three semesters. Through observation, interaction with healthcare professionals, and reflective documentation, students gain an understanding of hospital functions, management practices, operational workflows, and service delivery processes. Students are required to maintain a logbook to record observations, reflections, and key learnings from each departmental posting.												
Course Outcomes (COs):		On successful completion of this course, students will be able to											
CO 1:		DESCRIBE the functioning and management of a various support/clinical/ administrative services in the hospital (C3)											
CO 2:		DEMONSTRATE skills to manage facilities in the hospital (C3)											
CO 3:		ANALYSE the strength and weakness of the existing processes and workflows in the various departments of the hospital (C4)											
CO 4:		REPORT and EXPLAIN the hospital functioning through logbook and hospital presentations (C5)											
Mapping of COs to POs													
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>	
CO 1	X	X	X	X					X				
CO 2					X		X	X	X	X	X	X	
CO 3	X	X	X										
CO 4	X	X	X			X	X					X	

Learning strategies, contact hours and student learning time:

12 hours per week x (15 weeks x 3 Semesters) 45 weeks = 540 hours



Name of the Program:				Master of Hospital Administration								
Course Title:				Focus Seminar								
Course Code: MHA 6107				Course Instructor: MHA faculty members								
Academic Year: 2024 onwards				Second Year, Semester 3								
No of Credits: 1 L-T-P-C: 0-0-2-1				Prerequisites: Basics in hospital organisation and management								
Synopsis:		The Focus Seminar enables students to critically explore a contemporary topic in healthcare management through guided self-learning, evidence review, and scholarly presentation, thereby enhancing analytical thinking, communication, and professional presentation skills.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1		Analyze information from multiple sources to develop a comprehensive understanding of the selected topic. (C4)										
CO 2		Evaluate evidence, perspectives, and implications associated with the chosen topic in healthcare practice and management. (C5)										
CO 3		Develop and deliver a structured seminar presentation using appropriate academic and professional communication techniques. (C6)										
CO 4		Demonstrate confidence, professionalism, and effective communication during scholarly discussions and interactions. (C3, A3)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>
CO 1	X	X	X	X		X		X	X	X	X	X
CO 2	X	X	X	X	X	X	X	X	X	X	X	X
CO 3	X	X	X	X	X	X	X	X	X	X		X
CO 4	X	X	X	X		X		X	X	X		X

Name of the Program:				Master of Hospital Administration								
Course Title:				Internship								
Course Code: MHA 6201				Course Instructor: MHA faculty members								
Academic Year: 2024 onwards				Second Year, Semester 4								
No of Credits: 6				Prerequisites: Basics in hospital organisation and management								
Synopsis:		Every candidate shall pursue an internship in a hospital or a relevant healthcare organisation. The internship provides experiential learning opportunities in diverse healthcare settings, enabling students to apply healthcare management concepts, analyze organizational processes, develop professional competencies, and gain practical exposure to healthcare systems, programmes, and services.										
Course Outcomes (COs):		On successful completion of this course, students will be able to										
CO 1:		Explain the structure, functions, services, and management processes of healthcare organizations and programmes across diverse healthcare settings. (C2)										
CO 2:		Apply healthcare management concepts, tools, and professional & personal skills to support operational, administrative, and programme-related activities within healthcare organizations. (C3,A2)										
CO 3:		Evaluate management practices, service delivery mechanisms, and programme performance using evidence and field observations. (C5)										
CO 4:		Develop comprehensive internship reports, presentations, and reflective portfolios that communicate professional learning and recommendations for healthcare improvement. (C6)										
Mapping of COs to POs												
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO12</i>
CO 1	X	X	X	X					X			
CO 2					X		X	X	X	X	X	X
CO 3	X	X	X									
CO 4	X	X	X			X	X					X
Course content and outcomes (description about the course):												
8 hours/day X 25 working day X 3 Months = 600 Hrs												

Name of the Program:				Master of Hospital Administration									
Course Title:				Research Project (Dissertation) and manuscript									
Course Code: MHA 6299				Course Instructor: Respective Guide									
Academic Year: 2024 onwards				Second year									
No of Credits: 14				Prerequisites: MHA first year									
Synopsis:		The course will capacitate the students to Integrate theoretical knowledge into practice. Students will apply the learnings from three semesters and select topics related to field of hospital administration. They Apply their learnings to conceptualize a research problem, generate research questions and hypotheses, formulate tools, select an appropriate methodology for data collection, Analyse data, Summarize the findings, and prepare a manuscript preparation and present it in a relevant conference. The experience and skills develop through this activity help the students to engage in research, monitoring and evaluation as well as management of public health programmes and hospital related activities later. This course requires draft manuscript submission & presentation of the findings in the suitable approved conference.											
Course Outcomes (COs):			On successful completion of this course, students will be able to										
CO 1:			Formulate hypothesis/research questions (C5,A2)										
CO 2:			Review existing evidence (C2)										
CO 3:			Develop appropriate methodology and study tools (C5,A2)										
CO 4:			Analyse results, and Develop Manuscript from their research (C4)										
CO 5:			Prepare project research report along with draft Manuscript and disseminate in scientific conference (C5, A2)										
Mapping of COs to POs													
<i>Cos</i>	<i>PO 1</i>	<i>PO 2</i>	<i>PO 3</i>	<i>PO 4</i>	<i>PO 5</i>	<i>PO 6</i>	<i>PO 7</i>	<i>PO 8</i>	<i>PO 9</i>	<i>PO 10</i>	<i>PO 11</i>	<i>PO 12</i>	
CO 1	X	X	X	X					X				
CO 2					X		X	X	X	X	X	X	
CO 3	X	X	X										
CO 4	X	X	X			X	X					X	
CO 5				X		X	X		X			X	