



MGM SCHOOL OF BIOMEDICAL SCIENCES

(A constituent unit of MGM INSTITUTE OF HEALTH SCIENCES)

(Deemed to be University u/s 3 of UGC Act 1956)

Grade “A⁺⁺” Accredited by NAAC

Sector 1, Kamothe, Navi Mumbai-410209, Tel.No.: 022-2743763, 27437632, 27432890

Email. sbsnm@mgmuhs.com/Website: www.mgmsbsnm.edu.in

CHOICE BASED CREDIT SYSTEM (CBCS)

(Academic Year 2025 - 26)

Curriculum for

M.Sc. Allied Health Sciences

Masters in Hospital Administration

DIRECTOR'S MESSAGE

Welcome Message from the Director

Dear Postgraduate Students,

Welcome to **MGM School of Biomedical Sciences (MGMSBS)**, **MGMIHS**, a premier institution dedicated to advancing allied and health sciences education. As you embark on this transformative academic journey, you are joining a community that fosters excellence in research, clinical expertise, and innovation.

MGMIHS, accredited with **NAAC 'A++' Grade (CGPA 3.55, 2022)** and recognized as a **Category I Institution by UGC**, offers an ecosystem that nurtures both academic and professional growth. With **NIRF (151-200 rank band) recognition**, **NABH-accredited hospitals**, **NABL-accredited diagnostic labs**, and **JCI accreditation for MGM New Bombay Hospital**, we uphold global benchmarks in education and healthcare.

At MGMSBS, our **15 postgraduate programs** are meticulously designed to align with the National Commission for Allied and Healthcare Professionals (**NCAHP**) standards, National Education Policy (**NEP**) 2020, and the National Credit Framework (**NCrF**). We have implemented the **Choice-Based Credit System (CBCS)** to provide academic flexibility while ensuring rigorous training in clinical and technical skills. Our state-of-the-art research laboratories, digital classrooms, and the Central Research Laboratory (CRL) foster an environment that encourages innovation and evidence-based learning.

Postgraduate education at MGMSBS goes beyond theoretical learning—our curriculum integrates **hands-on clinical training, interdisciplinary collaboration, and exposure to real-world healthcare challenges**. We emphasize **research-driven education**, encouraging students to actively participate in **scientific discoveries, publications, and international collaborations**.

Beyond academics, we believe in **holistic development**, with initiatives such as the **AARAMBH Science and Wellness Club**, which promotes **mental well-being, leadership, and professional networking**.

As you step into this **next phase of academic and professional growth**, we encourage you to explore new ideas, engage in impactful research, and contribute meaningfully to the **healthcare ecosystem**. We are confident that your journey at MGMSBS will shape you into **skilled, compassionate, and visionary professionals**, ready to lead in the ever-evolving healthcare landscape.

We look forward to witnessing your achievements and contributions!

Dr. Mansee Thakur

Director, MGM School of Biomedical Sciences
MGM Institute of Health Sciences, Navi Mumbai

HEAD OF DEPARTMENT'S MESSAGE

Dear Students,
Greetings!!!!

I take this opportunity to welcome you on behalf of MGM Family to the Masters in Hospital Administration, MGM School of Biomedical Sciences (MGM SBS).

The Masters in Hospital Administration course is the threshold of Inspiring, engaging and satisfying learning experience. This course is designed to give administrative advantages for professionals from medical, health and allied discipline. As a student at MGM SBS, you are expected to experience the culture of learning by doing. The teaching pedagogy involves mix of practice of Hospital administration and classroom sessions. So, your active participation in enriching the learning experience is encouraged.

The industry visits are also given a strong weightage in this program and I am sure that you will find your tenure as a student at MGM SBS academically and professionally rewarding. This Hand Book is designed to enable students to have a complete understating of the academic and practical training programme of the course, so that you will be able to meet the needs of the pedagogy.

With Best Wishes,

Dr. B. S. Nagaonkar,
Head of Department,
MGM SBS

ABOUT MGM SCHOOL OF BIOMEDICAL SCIENCES

Mission

To improve the quality of life, both at individual and community levels by imparting quality medical education to tomorrow's doctors and medical scientists and by advancing knowledge in all fields of health sciences through meaningful and ethical research.

Vision

By the year 2020, MGM Institute of Health Sciences aims to be top-ranking Centre of Excellence in Medical Education and Research. Students graduating from the Institute will have the required skills to deliver quality health care to all sections of the society with compassion and benevolence, without prejudice or discrimination, at an affordable cost. As a research Centre, it shall focus on finding better, safer and affordable ways of diagnosing, treating and preventing diseases. In doing so, it will maintain the highest ethical standards.

About – School of Biomedical Sciences

MGM School of Biomedical Sciences is formed under the aegis of MGM IHS with the vision of offering basic Allied Science and Medical courses for students who aspire to pursue their career in the Allied Health Sciences, teaching as well as research.

School of Biomedical Sciences is dedicated to the providing the highest quality education in basic medical sciences by offering a dynamic study environment with well-equipped labs. The school encompasses 24 courses each with its own distinct, specialized body of knowledge and skill. This includes 8 UG courses and 16 PG courses. The college at its growing years started with mere 100 students has recorded exponential growth and is now a full-fledged educational and research institution with the student strength reaching approximately **800** at present.

Our consistent theme throughout is to encourage students to become engaged, be active learners and to promote medical research so that ultimately they acquire knowledge, skills, and understanding so as to provide well qualified and trained professionals in Allied Health Sciences to improve the quality of life.

As there is increased need to deliver high quality, timely and easily accessible patient care system the collaborative efforts among physicians, nurses and allied health providers become ever more essential for an effective patient care. Thus the role of allied health professionals in ever-evolving medical system is very important in providing high-quality patient care.

Last **but** by no means least, School of Biomedical Sciences envisions to continuously grow and reform. Reformations are essential to any growing institution as it fulfills our bold aspirations of providing the best for the students, for us to serve long into the future and to get ourselves updated to changing and evolving trends in the health care systems.

ACADEMICS

MASTERS IN HOSPITAL ADMINISTRATION

(CHOICE BASED CREDIT SYSTEM)

To create Professionals equipped with Conceptual, Managerial and Practical skills by providing trainings in various functional areas of Hospital Industry.

Duration of the Programme: The Course shall extend over a period of 2 years with four semesters. Each year consist of 2 semesters with examinations at the end of every semester.

Eligibility for admission: Candidates should be minimum M.B.B.S/BDS/BAMS/BPT/B.Sc. Nursing/ B.Sc. Allied Health Profession with minimum 50% marks in qualifying examination.

Faculty Qualification: MHA/MD or MS with 10 years' experience in Hospital Administration.

Scheme of Examinations: There shall be examination at the end of each semester, which will be consisting of theory, case studies and Internal Assessments.

Requirement to appear for the Examination: A candidate shall be permitted to appear for the university examination of any semester, **if he/ she secures not less than 75% of attendance in the number of instructional days, failing which he/ she should redo that course of study.** The criterion for appearing in IVth semester examination is to qualify all subjects of I, II and III semesters.

Medium of Instruction and Examination: The medium of instruction throughout the course and the examinations shall be **English** only.

Passing Minimum: A Candidate shall be declared to have passed the examination in a subject if he/she secured not less than 50% in aggregate internal and external examinations.

Conferment of Degree A candidate, who has passed all the examinations as prescribed, shall be eligible to receive the degree of —” **Masters in Hospital Administration**” from the MGM University of Health Sciences.

PROGRAMME OUTCOME

Program Code	Program Objective
PO 1	Healthcare Knowledge and Technology: Apply advanced knowledge of healthcare systems, clinical procedures, and medical technologies to improve patient care and streamline hospital operations.
PO 2	Critical Thinking and Problem-Solving: Use analytical skills and professional judgment to address healthcare challenges, make informed decisions, and develop effective solutions to improve patient outcomes and organizational efficiency.
PO 3	Healthcare Research Skills: Conduct and analyze healthcare research to inform evidence-based practices, contribute to innovations in healthcare management, and improve decision-making processes.
PO 4	Professional Ethics and Patient Care: Adhere to ethical guidelines in healthcare administration, ensuring that patient welfare and professional boundaries are maintained in all interactions.
PO 5	Communication Skills: Communicate effectively with patients, caregivers, and healthcare professionals to ensure clear information exchange, foster collaboration, and resolve conflicts.
PO 6	Teamwork and Collaboration: Collaborate effectively with multidisciplinary teams to deliver comprehensive patient care and address organizational challenges, fostering a cooperative work environment.
PO 7	Holistic Development and Leadership: Develop intellectual, emotional, and leadership skills to manage healthcare teams, navigate challenges, and drive organizational growth.
PO 8	Lifelong Learning: Cultivate a commitment to continuous learning, staying current with advancements in healthcare practices and management to support ongoing professional development.

PROGRAMME SPECIFIC OUTCOME

Program Code	Program Objective
PO 1	Graduates will be able to manage hospital operations efficiently, ensuring high-quality patient care and smooth functioning.
PO 2	They will develop critical thinking and problem-solving skills to make informed decisions and address healthcare challenges.
PO 3	They will have the ability to lead multidisciplinary teams and foster collaboration for improved patient outcomes.
PO 4	They will be proficient in budgeting, financial planning, and optimizing hospital resources for sustainability.
PO 5	They will be capable of designing and implementing quality assurance programs focused on patient safety and continuous improvement.
PO 6	Additionally, they will demonstrate a commitment to professional ethics, continual learning, and staying updated with healthcare advancements.

SEMESTER I

MHA 101 T	Introduction to Human Biology, Public Health, Healthcare System in India & Hospital Industry	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To understand human biology and the functions of various body systems.	PO1, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To grasp knowledge about key public health issues and environmental health impacts.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To gain insights into healthcare systems and policies in India and globally.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To understand the hospital industry's regulations, challenges, and opportunities.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 102 T	Introduction to Epidemiology, Hospital Epidemiology and Demography	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To apply epidemiological methods, including study designs and screening tests, to understand and analyze public health issues.	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To understand and interpret epidemiological measures and study designs like cohort, case-control, and randomized control trials.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To analyze demographic data and trends, including fertility, mortality, and migration, and use this information in public health planning and policy development.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 103 T	Introduction To Concepts & Principles of Management and Business Communication	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	To gain a solid understanding of management principles, which will help students manage and improve performance in various industries.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

CO2	To acquire practical skills in applying management functions (planning, organizing, staffing, directing, and controlling) to improve organizational efficiency.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To apply key management theories to real-world business challenges and decision-making processes.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To demonstrate proficiency in business communication, including drafting professional business correspondence and delivering effective presentations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

CC 001 T & CC 001 P	Research Methodology & Biostatistics (Core Course)	Mapped POs	Teaching Learning Methodologies	Assessment Tools
CO1	Student will be able to understand develop statistical models, research designs with the understating of background theory of various commonly used statistical techniques as well as analysis, interpretation & reporting of results and use of statistical software.	PO3 & PO8	Lecture, Practical, Journals	University Exam (Theory & Practical), Journal

MHA 104 CP	Practice of Hospital Administration (Basic)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
CO2	To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

SEMESTER II

MHA 105 T	Hospital Planning & Management	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To design efficient healthcare facilities based on size, layout, and operational needs.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To manage the hospital planning process, including financial planning, resource management, and contractor selection.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To design hospital departments and equipment layouts for optimal patient care and staff functionality.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
C04	To apply knowledge of engineering systems, safety protocols, and environmental control to ensure smooth hospital operations.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Quiz, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 106 T	Accounting & Costing and Management Information System	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To understand and differentiate between various accounting disciplines.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To apply the double-entry system and manage financial transactions accurately.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To gain the ability to prepare financial statements and correct mistakes in trial balances.	PO1, PO2 & PO8	Lecture, Practical	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
C04	To be able to use MIS for decision-making, customer management, and understand the importance of information security.	PO1,PO2, PO3,PO4, PO5,PO6, PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 107 T	Human Resource Management and Organizational Behavior	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To apply HRM principles to recruit, plan, and select the right employees based on job analysis and forecasting.	PO1,PO2, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To gain skills in managing training and executive development, as well as implementing motivation and performance evaluation techniques.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To understand the role of industrial relations, grievance handling, and maintaining discipline within the organization.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO4	To develop a deep understanding of organizational behavior, including leadership, group dynamics, power, politics, stress management, and organizational culture.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

MHA 108 T	Health Economics	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	To understand basic health economics concepts and their application in healthcare.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO2	To apply economic principles to analyze demand, supply, and costs in healthcare systems.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
CO3	To use economic evaluation tools like CBA and CEA to assess healthcare interventions.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment

CO4	To grasp the significance of healthcare financing, reforms, and universal health coverage in improving systems.	PO1,PO2, PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	Internal Exam, University Exam (Theory Exam), Seminar, Assignment
------------	---	-------------------------------------	--	---

MHA 109 CP	Practice of Hospital Administration (Advanced)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Gain hands-on experience in managing hospital operations, improving the ability to oversee departments and coordinate healthcare services.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book
CO2	To enhance the practical skills in hospital management, including patient care coordination, resource management, and staff leadership.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Hospital Postings, Audits, presentations	University Exam (Hospital Project Presentation), Log book, Project book

SEC 001 T	Innovation and Entrepreneurship	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Students will grasp the concepts of innovation, its ecosystem, and the role of various stakeholders such as government policies, startups, and innovation hubs.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam
CO2	Cultivating an entrepreneurial mindset and leadership qualities necessary for driving innovation and leading ventures.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam
CO3	Understanding the intersection of technology and innovation and leveraging emerging technologies for entrepreneurial ventures.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	Lecture, Group Discussion, Assignment, Seminar	University Exam

SEC 002 T	AI in Human Resource Management (NPTEL)	Mapping POs	Teaching Learning Methodologies	Assessment Tools
CO1	Fully understand the concepts of AI and its relevance to the HR management.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
CO2	Equip themselves with the knowledge of AI-based tools and systems.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
CO3	Make organizations more vibrant and stable by embracing the developments in AI technology.	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)
CO4	Undertake better management practices and decisions	PO1,PO2,PO3, PO4,PO5, PO6,PO7, PO8	E- Learning, Modules, Handouts	Online Exam (MCQs) (NPTEL)

OUTLINE OF COURSE CURRICULUM														
Master of Hospital Administration (MHA)														
Semester I														
Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 101 T	Introduction to Human Biology, Public Health, Health Care System in India & Hospital Industry	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 102 T	Introduction to Epidemiology, Hospital Epidemiology and Demography	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 103 T	Introduction to Concepts & Principles of Management and Business Communication	3	1	-	-	4	45	15	-	-	60	20	80	100
CC 001 T	Research Methodology & Biostatistics (Core Course)	3	-	-	-	3	45	-	-	-	45	-	50	50
Discipline Specific Core Practical														
MHA 104 CP	Practice of Hospital Administration (Basic)	-	-	-	15	5	-	-	-	225	225	-	50	50
CC 001 P	Research Methodology & Biostatistics (Core Course)	-	-	4	-	2	-	-	60	-	60	-	50	50
Total		12	3	4	15	22	180	45	60	225	510	60	390	450

OUTLINE OF COURSE CURRICULUM														
Master of Hospital Administration (MHA)														
Semester II														
Code No.	Core Course	Credits/Week					Hrs/Semester					Marks		
		Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total Credits (C)	Lecture (L)	Tutorial (T)	Practical (P)	Clinical Posing/Rotation (CP)	Total (hrs.)	Internal Assement (IA)	Semester End Exam (SEE)	Total
Discipline Specific Core Theory														
MHA 105 T	Hospital Planning & Management	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 106 T	Accounting & Costing and Management Information System	3	1	-	-	4	45	15	-	-	60	20	80	100
MHA 107 T	Human Resource Management and Organizational Behavior	3	-	-	-	3	45	-	-	-	45	20	80	100
MHA 108 T	Health Economics	2	-	-	-	2	30	-	-	-	30	10	40	50
Discipline Specific Core Practical														
MHA 109 CP	Practice of Hospital Administration – Advanced	-	-	-	18	6	-	-	-	270	270	-	50	50
Skill Enhancement Course														
SEC 001 T	Innovation and Entrepreneurship	3	-	-	-	3	45	-	-	-	45	-	50	50
SEC 002 T	AI In Human Resource Management (NPTEL)													
Total		14	2	0	18	22	210	30	0	270	510	70	380	450